



Investor Day 2011

Pawtucket, RI • November 9



Debbie Hancock

Vice President, Investor Relations



During the course of this meeting, members of Hasbro management may make forward-looking statements concerning management's expectations, goals, objectives and similar matters, which are subject to risks and uncertainties. These forward-looking statements include expectations concerning the Company's future products and financial performance, including expectations for its revenues and EPS in 2011 and 2012, future entertainment releases, as well as the Company's medium-term objectives. There are many factors that could cause actual results and experience to differ materially from the anticipated results or other expectations expressed in a forward-looking statement, including consumer and retailer interest in and acceptance of our products and product lines, changes in marketing and business strategies as well as future global economic conditions. Some of those factors are set forth in the Company's Annual Reports on Form 10-K, in the Company's Quarterly Reports on Form 10-Q, in the Company's Current Reports on Form 8-K and in the Company's other public disclosures. All attendees should review such factors together with any forward-looking statements made at this meeting. The Company undertakes no obligation to make any revisions to the forward-looking statements contained in this presentation or made during this meeting to update them to reflect events or circumstances occurring after the date of this meeting.





Brian Goldner
President and Chief Executive Officer

Today's Mission

To clearly define Hasbro's
Branded Play Strategy and
show how it is creating
long-term shareholder value



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Hasbro's Branded Play Strategy

- Innovating across all elements of the brand blueprint
- A relentlessly repeatable and effective global strategy
- Creating brand value around the world



Today we will take
you through the
building blocks
of our strategy



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Today's Agenda

Strategic Overview

Games: Re-invention



Eric Nyman

Global Brand Leader, Boy's & Gaming

Television Update



David Hargreaves

Chief Operating Officer

International Business Update



Wiebe Tinga President, Asia Pacific and
Latin America Sales & Marketing

Mark Hoijtink, General Manager, Northern European Region

Lunch Break

2012 Outlook

Brian Goldner
President and Chief Executive Officer

2012 Revenue Drivers



John Frascotti

Chief Marketing Officer

Financial Overview and
2012 Outlook



Deb Thomas Chief Financial Officer

Q&A

Brian, Deb & David



**INVESTOR
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It Starts with Our Brands!



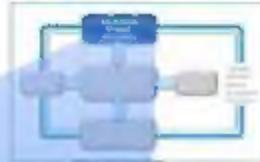
BRAND: Re-Imagine
Re-Invent
Re-Ignite

- We are **great brand builders**
- We are exploring and developing consumer insights that work globally and **drive the brand story and strategic brand plan**
- Beginning to unlock the **full potential** of our brands globally



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Toys and Games Innovation



- **Inspired** by global consumer insights
 - Nerf: Your mom says you can't. Nerf says you CAN
 - Monopoly: Own it ALL
- **Driven** by product innovation
 - Nerf: Vortex - Blaster play to the next level
 - Monopoly: Electronic Banking
- Surrounded by **immersive experiences** whenever and wherever the consumer wants
 - Nerf Nation
 - Monopoly McDonald's
- Executed in **partnership** with global retailers
 - 2 billion retail trips a week at 500,000 worldwide retail establishments
 - Growing online business

Toy & Game Product Innovation



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Revenues

Our Brand-driven strategy delivers...



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Earnings

Our brand-driven strategy creates long-term shareholder value



Ten straight years of
Earnings Per Share growth

*Fully diluted



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2011 Guidance



"We continue to expect to deliver meaningful growth in both revenues and EPS for the full-year 2011 vs. our 2010 reported full-year results!"



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Our Branded Play Strategy is Working...

Toy & Game Product Innovation



Strategic Brand Partnerships are Also Working...

Toy & Game
Product
Innovation



Strategic Partner

Brands Revenue (\$B)



Strategic Partner

Brands Operating Profit (\$M)



All licenses
including:



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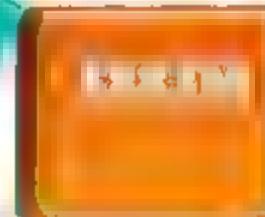
Hasbro Entertainment-Based Properties Drive Sales

Toy & Game Product Innovation

\$488M

Annual 2006

16% CAGR



Annual 2010

\$2,664M

Annual 2006

Non-Entertainment

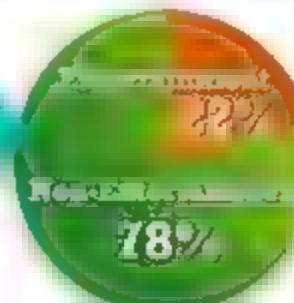
\$3,119M

Annual 2010



Annual 2006

Entertainment ROE, down 168%
Non-Entertainment ROE, down 214%



Annual 2010



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Our Mantra for All Our Brands

Re-Imagine, Re-Invent, Re-Ignite

IMAGINE, INVENT, IGNITE

Toy & Game
Product
Innovation



Created almost
10 years ago

Doubled in
size in 2010

Now available
in 74 countries



More than tripled the
business in 5 years

Driving new
innovation in 2011
with Nerf Vortex and
Super Soaker

Now available in 75
countries



Completely
re-imagined the brand
across all elements

Sales are up
significantly since
program launched

Sold in 71 countries



Creating a global year
round business,
featuring all Sesame
Street characters

Let's Rock Elmo
one of the hottest toys
of the year



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Toy & Game Product Innovation

Toy & Game
Product
Innovation

G A M E S



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MAY 2011

Games and Puzzles

Toy & Game
Product
Innovation



Planes +1.9% CAGR

Planes +1.8% CAGR

Total Games & Puzzles +1.7% CAGR



Global Gaming Center of Excellence created to
accelerate our pace of innovation and growth

Our Mantra for All Our Brands

Re-Imagine, Re-Invent, Re-Ignite

IMAGINE, INVENT, IGNITE

Toy & Game
Product
Innovation

SCRABBLE
Every word's a WINNER



MONOPOLY



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Toy & Game
Product
Innovation



**Wizards of the Coast is a tremendous example
of Hasbro reinventing a games business**

- In 2007, the business was challenging and we appointed new leadership.
- New strategies were put in place:
 - Integrated Digital and Analog product and marketing plans
 - New focus on face to face gaming experiences
 - Increased innovation, creativity and storytelling
- The new leadership combined with new talent and key existing employees drove this business

2008 - 2010 Magic: The Gathering revenue almost doubled



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Global gaming is **EXPLODING**
— 5X increase since 2000!

Toy & Game
Product
Innovation



Sources: FutureSource, Arnold Quantitative Study, April 2011, conoculture.com

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Everyone Everywhere is Gaming



Our Past...

Toy & Game
Product
Innovation



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Mission: From “Games” to “Gaming”

Toy & Game
Product
Innovation

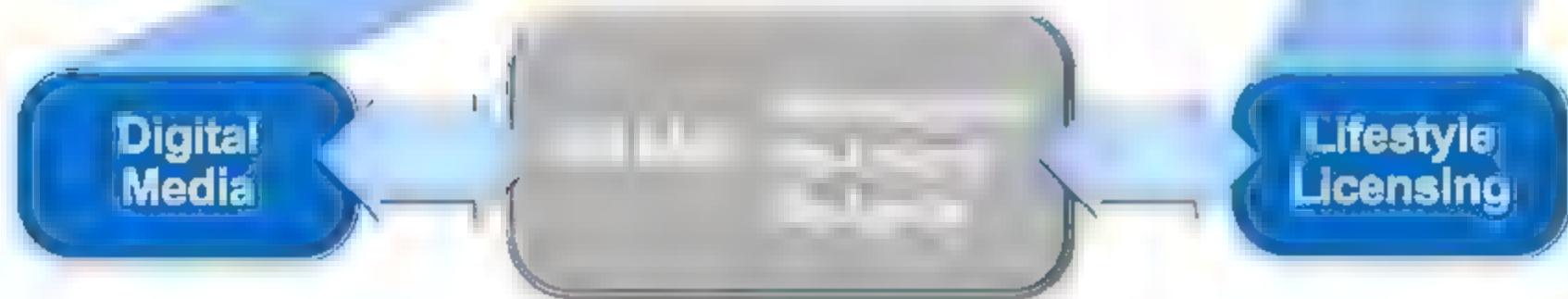


Family	+	Consumers of all ages
Singular play experience	+	Multi-play experiences
Often on a board	+	On and off the board
One purchase	+	Multiple analog/digital experiences
Connecting	+	Intense competition



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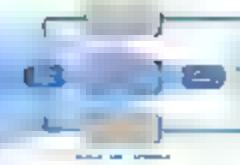
Hasbro's Digital Media & Lifestyle Licensing



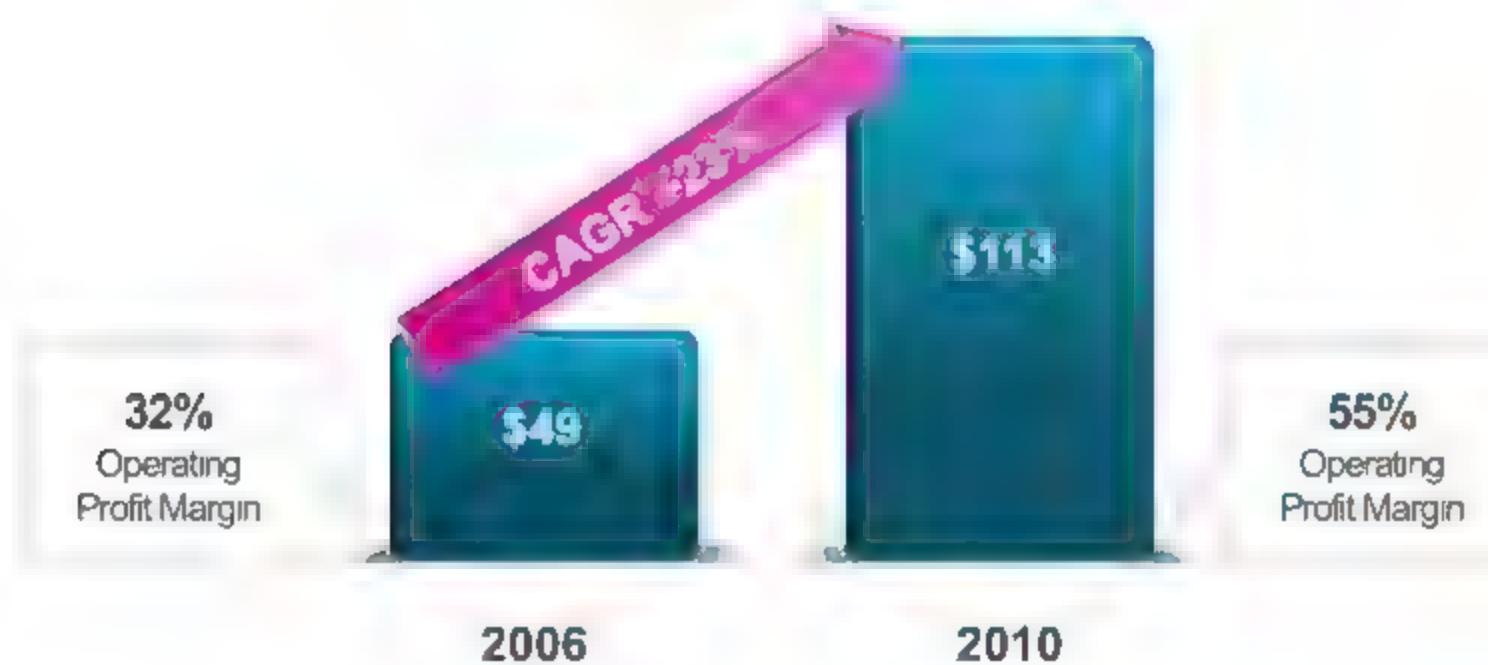
Hasbro's Digital Media & Lifestyle Licensing

Digital
Media

Lifestyle
Licensing



Revenues (\$M)



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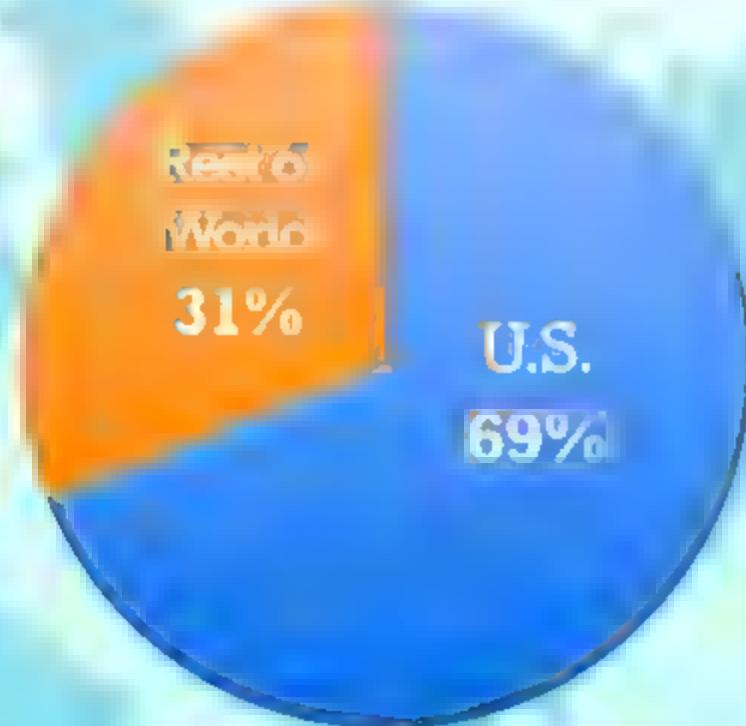
Hasbro's Digital Media & Lifestyle Licensing

Digital
Media

Lifestyle
Licensing



2010



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Global Licensing

Top 125 Licensor Report – 2010

Global Licensing Retail Sales 2010: \$147B*

Digital
Media

Lifestyle
Licensing



2010 Global
Retail Sales: **

\$3.7B

- It's a **significant** opportunity
- **Driving revenue** at the local level
- Licensing leadership team now **fully in place**
 - 30 new people in 10 markets
New hires in China, Russia, Poland, Mexico
- Focused on **Apparel, Home and Publishing**
- Global distribution of our TV shows is **core** to growing our licensing revenues

*The Licensing Letter

**Hasbro data include entertainment and in-licensed toy revenues



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Global Digital Media Industry

Global Digital Media Retail Sales 2010: \$41.0B

Digital
Media

Lifestyle
Licensing



- Industry recognizes that **brands** are the most powerful path to success
- Our brands are playing in:
 - Console gaming, mobile gaming, social gaming, lottery tickets, slot machines, Kindle & iPad
- 2012: Two big entertainment initiatives
 - **Battleship**
 - **Transformers: Fall of Cybertron**
- MMOG: Transformers 2012 and Beyond
 - China: NetDragon
 - Western World: Jagex



ACTIVISION.

N
网龙公司
NetDragon Websoft Inc.

JAGEX

WMS
WMS GAMES

MGT

SGI
SCIENTIFIC GAMES



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Immersive Entertainment Experiences



**Immersive
Entertainment
Experiences**



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Immersive Entertainment Experiences

Immersive
Entertainment
Experiences

Hasbro brands everywhere and at any time consumers and audiences want

Online



App



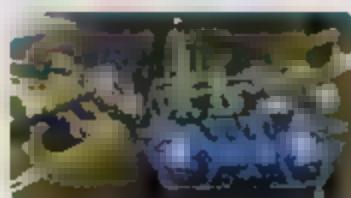
Promotional



Carnival



Theme Park



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Immersive Entertainment Experiences



Immersive
Entertainment
Experiences

T E L E V I S I O N



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Immersive
Entertainment
Experiences



Ahead of plan in international sales

We currently have over 40 deals in 42 countries:
95% Europe, 100% Latin America, 45% Asia-Pacific

Majority of markets signed up for a three or more year deal.



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Immersive
Entertainment
Experiences



International Performance



**TRANS
FORMERS**
PRIME

United Kingdom

Transformers Prime

- Show performance
#1 show on Cartoon Network



Canada

My Little Pony

- Show performance
#1 show on Treehouse



CHUCK

Germany

The Adventures of Chuck & Friends

- Show performance **40.4%** market share on Super RTL

PRODUCT SALES UP



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The HUB

Immersive
Entertainment
Experiences



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One Year From Launch:

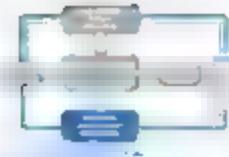
- October 2011 was the Hub's **best month ever** in total day among Kids (2–11)
- The Hub has **improved** the Kid (2–11) total day delivery vs. Discovery Kids by **211%**

Immersive
Entertainment
Experiences



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Immersive Entertainment Experiences



Immersive Entertainment Experiences

MOTION PICTURES

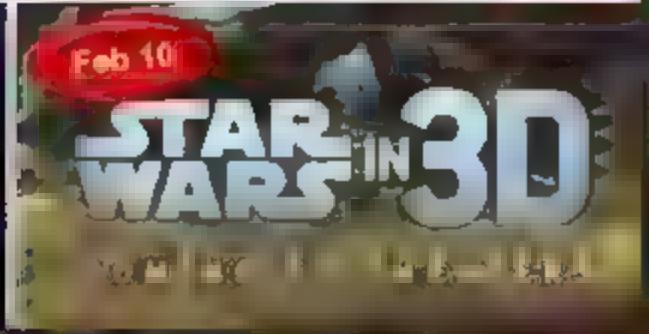


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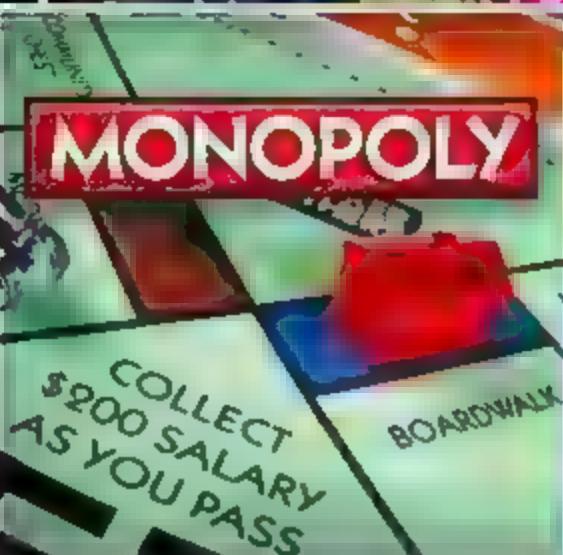
2012

BEST OF 2012

International: April; US: May



2013 & Beyond



SEQUELS

IRON MAN

Thor

THE AMAZING
SPIDER-MAN

Movies: International Box Office is Growing

Immersive
Entertainment
Experiences



	2006	2010	Percentage Growth
Global Box Office: All Movies	\$25.8 B	\$31.8 B	23%
United States	\$9.2 B	\$10.4 B	13%
China	\$335.5 M	\$1.5 B	347%
Russia	\$412 M	\$1.1 B	167%
Brazil	\$324.6 M	\$595 M	83%

Movies: International Box Office is Growing

Immersive
Entertainment
Experiences

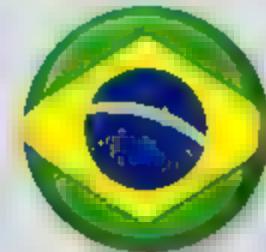
TRANSFORMERS



China



Russia



Brazil

		China	Russia	Brazil
2007	Transformers	\$37,218,823	\$15,138,081	\$7,809,715
2009	Transformers: Revenge of the Fallen	\$65,837,290	\$18,170,854	\$9,560,181
2011	Transformers: Dark of the Moon	\$145,542,469	\$45,129,718	\$22,312,673



Movies: International Box Office is Growing

Immersive
Entertainment
Experiences



Transformers

Transformers 1
(2007)

Transformers 2
(2009)

Transformers 3
(2011)

Domestic	\$319 246,193	\$402,111,870	\$351,418,946
International	\$390,463,587	\$434,191,823	\$766,143,787
Total	\$709,709,780	\$836,303,693	\$1,117 562,733



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Global Markets

- Mature
- Developing
- Emerging



Taking Our Brands Around the World

Global Markets
• Mature
• Developing
• Emerging

- Today, Hasbro operates in **123 countries**
- Opened **8** new markets since 2006
 - Peru
 - Colombia
 - Brazil
 - Russia
 - Czech Republic
 - Romania
 - Korea
 - China
- Added 230 people since 2006 including 177 in these new markets



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Taking Our Brands Around the World

- Global Markets
- Mature
- Developing
- Emerging



Mature Markets

Emerging Markets

Revenues

CAGR approximately 3-5%

CAGR +10% or more,
which is above
medium-term objective

Operating Margins

Operating margins continue to be strong and we continue to expect that we will deliver in excess of our medium-term goals of 15%

Moderately profitable today and potential for operating margins in high single digits by 2014



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Global Traditional Toys/Games Industry

Global Markets:
- Mature
- Developing
- Emerging

Global Traditional Toys/Games Retail Sales 2010: \$83.3B (+4.7%)

Regional Toy/Game Retail Sales (\$B)



Market Share 2010



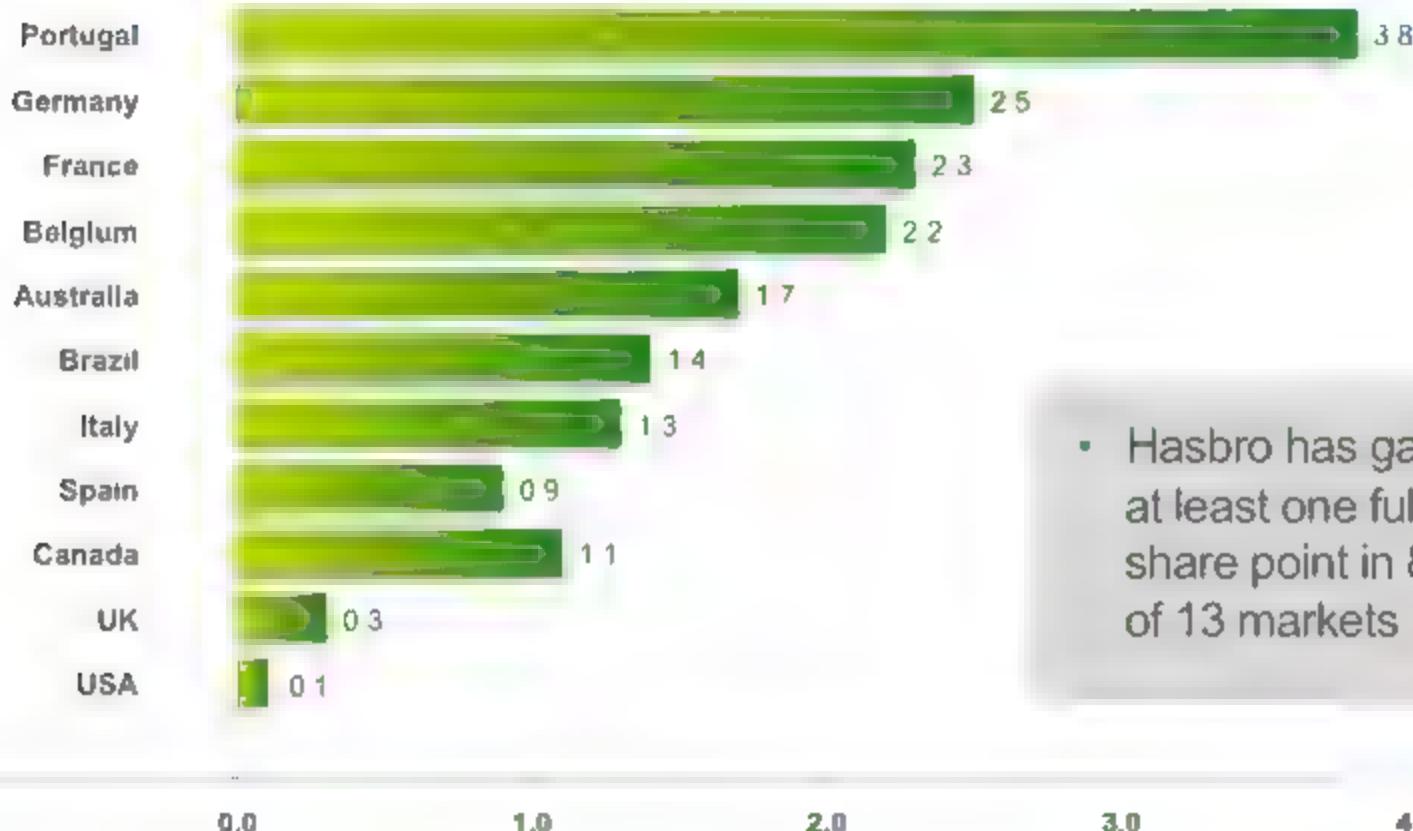
USA	13.2%
Western Europe	7.8%
Mexico & Brazil	8.3%
Global (estimate)	6.2%

- Driving for our fair share
- Room to grow

We have momentum...

Global Markets
• Mature
• Developing
• Emerging

Hasbro Share Change Through September 2011



- Hasbro has gained at least one full share point in 8 of 13 markets

Source: NPD, Nielsen (Canada), SIM (Brazil). Year To Date through September except Poland (July), and Canada (June).

Hasbro's Investments for Long-Term Growth

To create **long-term shareholder value** we have been **investing** in our branded play strategy to powerfully grow our business around the world



Hasbro's Investments



	2006	2007	2008	2009	2010
Net Revenues	\$3,151	\$4,002		27%	6%
Product Development % of Net Revenues	\$171 5.4%	\$201 5.0%		18%	4%
• Roughly half of the product development cost increase from 2006 reflects investments for Emerging Markets and Entertainment & Licensing					
• The remaining half of the increase was to drive product innovation globally					
SD&A % of Net Revenues	\$682 21.6%	\$781 19.5%		15%	3%
• 66% of SD&A increase was due to investments in emerging markets and Entertainment & Licensing					



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Hasbro's Investments



	2006	2010	2006-10 Total Growth	2006-10 CAGR
Net Revenues	\$3,151	\$4,002	27%	6%
Operating Profit % of Net Revenues	\$376 11.9%	\$588 14.7%	56%	12%
Net Earnings % of Net Revenues	\$230 7%	\$398 10%	73%	15%
Earnings Per Share (Fully Diluted)	\$1.29	\$2.74	112%	21%

- Despite our continued investments in emerging markets and Entertainment & Licensing, **we are delivering strong growth** in Operating Profit, Net Revenues and Earnings Per Share from 2006 levels
- As these investments begin to **generate growth** we expect **an even stronger bottom line performance**



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2011 Marked the Apex of Our Incremental Spending



Hasbro Studios
Team Staffed



Hub Network Up
and Running



Global Licensing
Team Staffed



Emerging Markets
Expansion
Investment Slowing



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Hasbro's Medium-Term Objectives



Revenue growth CAGR 5%
or better over time

**90% of global sales from
new products by 2015**

**50% of sales from
new categories by 2015**



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- Strategy remains **strong** and **focused**
- Our brands **resonate globally**
- The investments we've made will be leveraged to deliver **strong results**
- We are **creating long-term shareholder value**



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Eric Nyman

SVP, Global Brand Leader Boys & Gaming Business



Game Plan

10 Strategic Objectives



Game play is important for families

89%

of parents agree
that play
encourages
their child's
imagination
and creativity.

73%

of kids would
rather play with
their parents than
watch TV.



Game play is Connection and Competition

NiKEA Playreport 2010: Nickelodeon Kids Influence: Play & Kids & Advertising 2010



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Mission: From “Games” to “Gaming”



Family



Consumers of all ages

Singular play experience



Multi-play experience

Often on a board



Often off the board

One purchase



Multiple analog/digital experiences

Connecting



Intense competition

Objective **1**

Organize the Business Around Consumer Groups



**Ages
3-5**

**Ages
6-10**

**Ages
6-10**

**Ages
10-16**

**E for
Everyone**



**INVESTOR
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Audio Only

Objective 2

Drive 10 Gaming Megabrands

Toy



Top 10 Toy
Brands Drive
over 84% of the
2010 business
versus Top 10
Gaming brands
which represent
83%



Gaming



Does not include Wizards of the Coast



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Audio Only

Objective

3

Hasbro will be THE innovation leader
delivering new ways to game and new gaming experiences.

Connect 4 Launchers



Bop it XT



Fall 2011 Off the Board Gaming
Fast, Competitive Play!



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Audio Only

1. License



ACTIVISION.

- Focus licensing on video games
- Online
- Social
- Mobile

2. Partnerships



Transformers launching with two Virtual Worlds

3. Hasbro Developed



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Objective 4

Drive Our Brands in Digital Gaming

Reaching the Family Console Audience



Tracking as one of the top movie games of the year

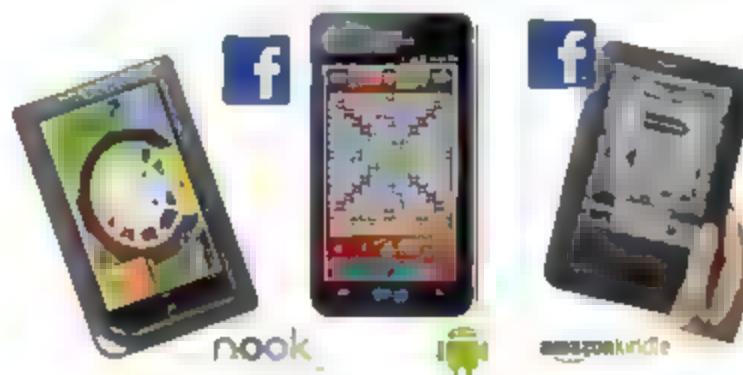


Continuing to innovate in year 4



Taking advantage of Kinect motion technology

Spreading to all Mobile & Social platforms to reach a broad audience



Over 1 Million Daily Players!



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Objective 4

Drive Our Brands in Digital Gaming

Launching in Western Markets



JAGE
GAMES STUDIO

Leading MMO developer
Free-to-play game with MTX/
subscriptions

Launching in China



91.com
网龙公司

Leading MMO developer in China
Free-to-play game with MTX



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Objective 4

Drive Our Brands in Digital Gaming

Console
Gaming

Zapped
Gaming

Lazer
Tag



TRANSFORMERS
B R O T H E R S

zapped

INERTIA

Coming Toy
Fair- 2012!



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Objective

5

REINVENT RETAIL with our Retail Partners



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Objective

5

Reinvent Retail with Our Retail Partners

1. Consumer Focused Segments
2. Featuring Games of the Month
3. Retail-tainment Dioramas & Entertainment



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Objective 6

Create Branded Entertainment

Movies



CANDY LAND

RISK

CLUE

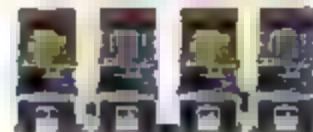
Ouija

MONOPOLY

TV Shows



Casino Gaming



Cruise Lines



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Objective

7

Reinvent our marketing creating a cooler, more relevant call to action for kids



Music Partnerships



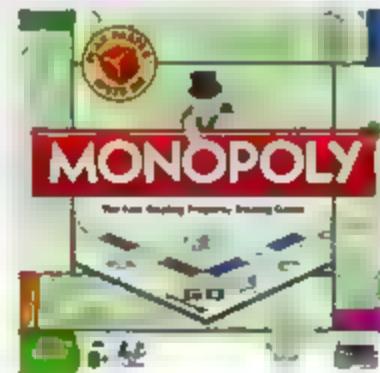
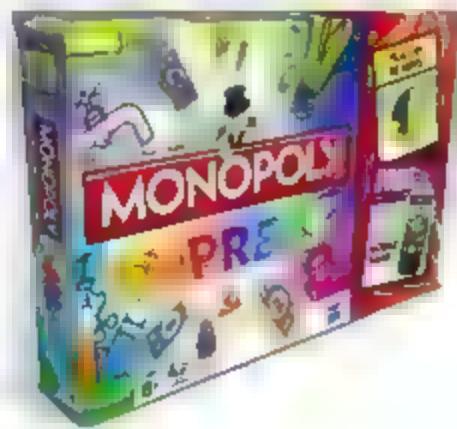
TV Commercials



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Build multi-price point product line

Different experiences, different price points
to deliver consistent retail margin



Objective

9

Make Gaming Brands More Pop Culture Cool Through Licensing



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Objective 10

Create a Gaming Center of Excellence



- › Marketing organization
- › Development organization
- › Ad agency team
- › U.S. media buying agency



Summary



- Objective 1** Organize the business around consumer groups
- Objective 2** Drive 10 gaming megabrands
- Objective 3** Hasbro will be THE innovation leader
- Objective 4** Drive our brands in digital gaming
- Objective 5** Reinvent retail with our retail partners
- Objective 6** Create branded entertainment
- Objective 7** Reinvent our marketing creating a cooler, more relevant call to action for kids
- Objective 8** Readjust value proposition
- Objective 9** Make gaming brands more pop culture cool through licensing
- Objective 10** Create a Gaming Center of Excellence





David Hargreaves

Chief Operating Officer



TOYS R US



Auchan

Hasbro
STUDIOS

TARGET



hub
Hubworld.com



International
Television
Distribution to
Leading Kids'
Networks

TESCO

Carrefour

Walmart

The Hub is not the center of our television strategy, but it was the key to unlocking it



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Hasbro Studios: Developing and Producing Entertainment Media Based on Hasbro Brands



Season One: 335 half-hours of programming



Season Two:

In production on an additional 255 half-hours of programming for Season Two covering five returning and six new shows

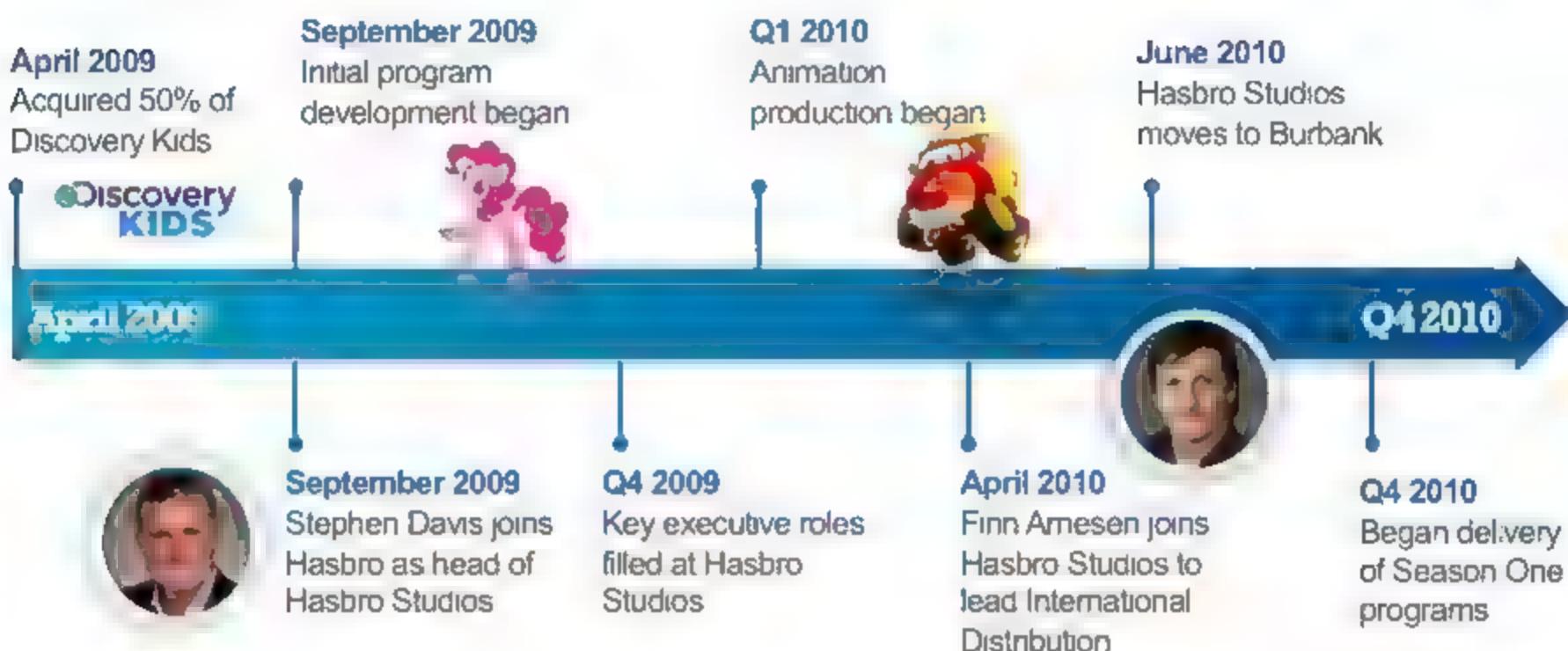


Award Winning: 8 Daytime Emmy Nominations and 2 Wins



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Hasbro Studios Milestones



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Hasbro Studios Investments: Programming



2009 Projection

Cash investment could ramp to \$80 to \$100 million annually



2011 Status

Trailing 12 months cash investments is \$82 million

Hasbro Studios' expertise, innovation and show success is driving lower than expected costs

Outlook

Anticipate annual programming cash spend to be in the \$70-\$80 million range on average



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Program Production Cost Amortization



Anticipated Program Production Cost Amortization	\$30-\$40 million	\$60-\$70 million	\$70-\$80 million
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Game Shows & Live Action	\$20 million	1-2 Year
Animated Shows	\$60 million	4 Years

Amortized over the revenue curve

On a quarterly basis, amortization tracks with overall Hasbro quarterly revenue distribution

- Program sales recorded when show is delivered
- Television-based merchandise aligned with Hasbro's quarterly revenue phasing



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Hasbro Studios Revenue Sources



Hubworld.com



Home Video
& Digital
Distribution



International
Television
Distribution to
Leading Kids'
Networks



In 2012, we expect to cover 70% of our program production cost amortization through program revenue sources before any merchandise revenue contribution



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Hasbro Studios Investments



The slide features the Hasbro Studios logo at the top center, which includes the word "Hasbro" in a stylized script font inside an oval, and "STUDIOS" in a serif font below it. The background is a blue gradient. A cartoon dog, resembling Mr. Potato Head, is on the left side, looking towards the text. The text is presented in three main sections: "People", "Offices", and "Systems Infrastructure". Below these, a larger text box contains the 2011 status and current run rate information.

Hasbro STUDIOS

People Offices Systems Infrastructure

2011 Status: Fully staffed with
30+ people in Burbank, CA and international
programming sales teams

Currently at our go-forward run rate



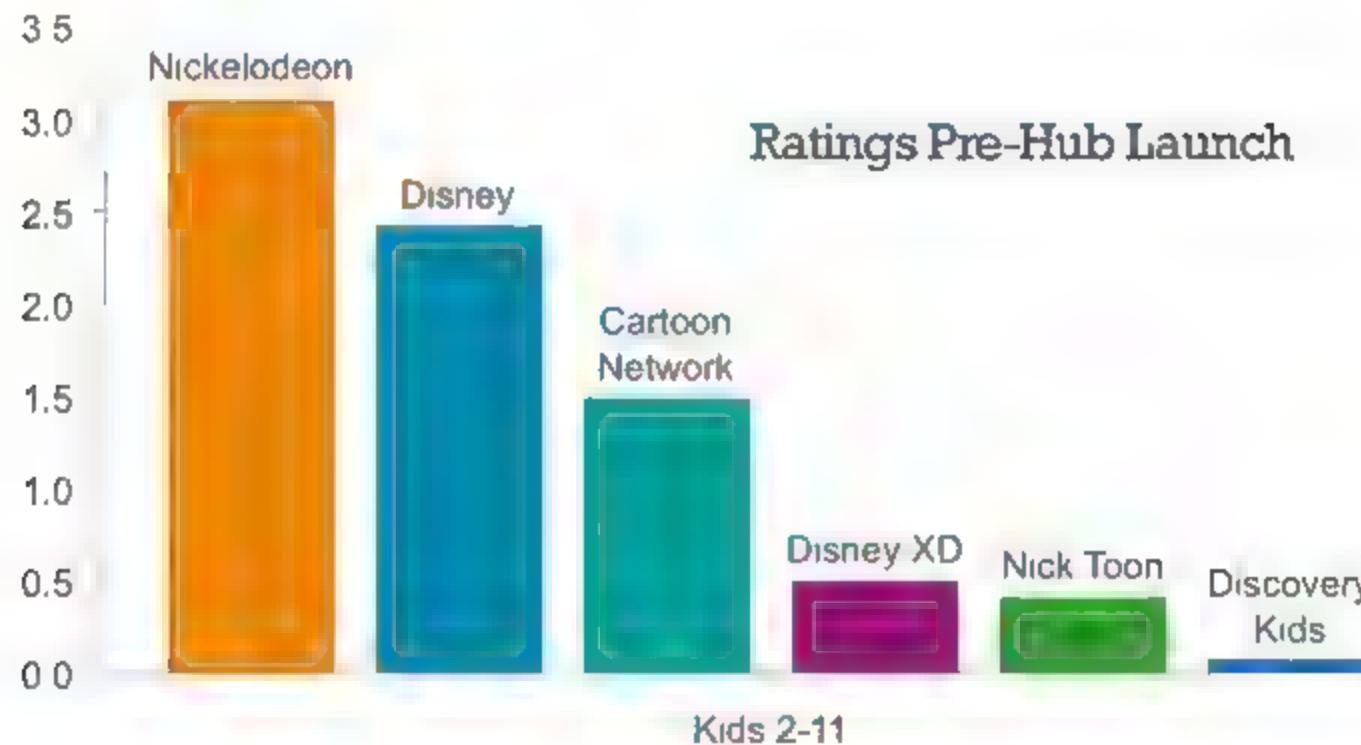


1. Distribution point for multiple TV shows
 - 53 hours of Hasbro Studios shows now on air every week in the U.S.
 - 50% of 105 hours between 6 AM – 9 PM
2. The Hub was the key
 - Enabling Hasbro Studios to produce programs for global distribution
3. Cable networks can be good, profitable businesses – over the long term
 - High EBITDA %
 - Hub is currently EBITDA positive
4. Building a valuable asset for our shareholders





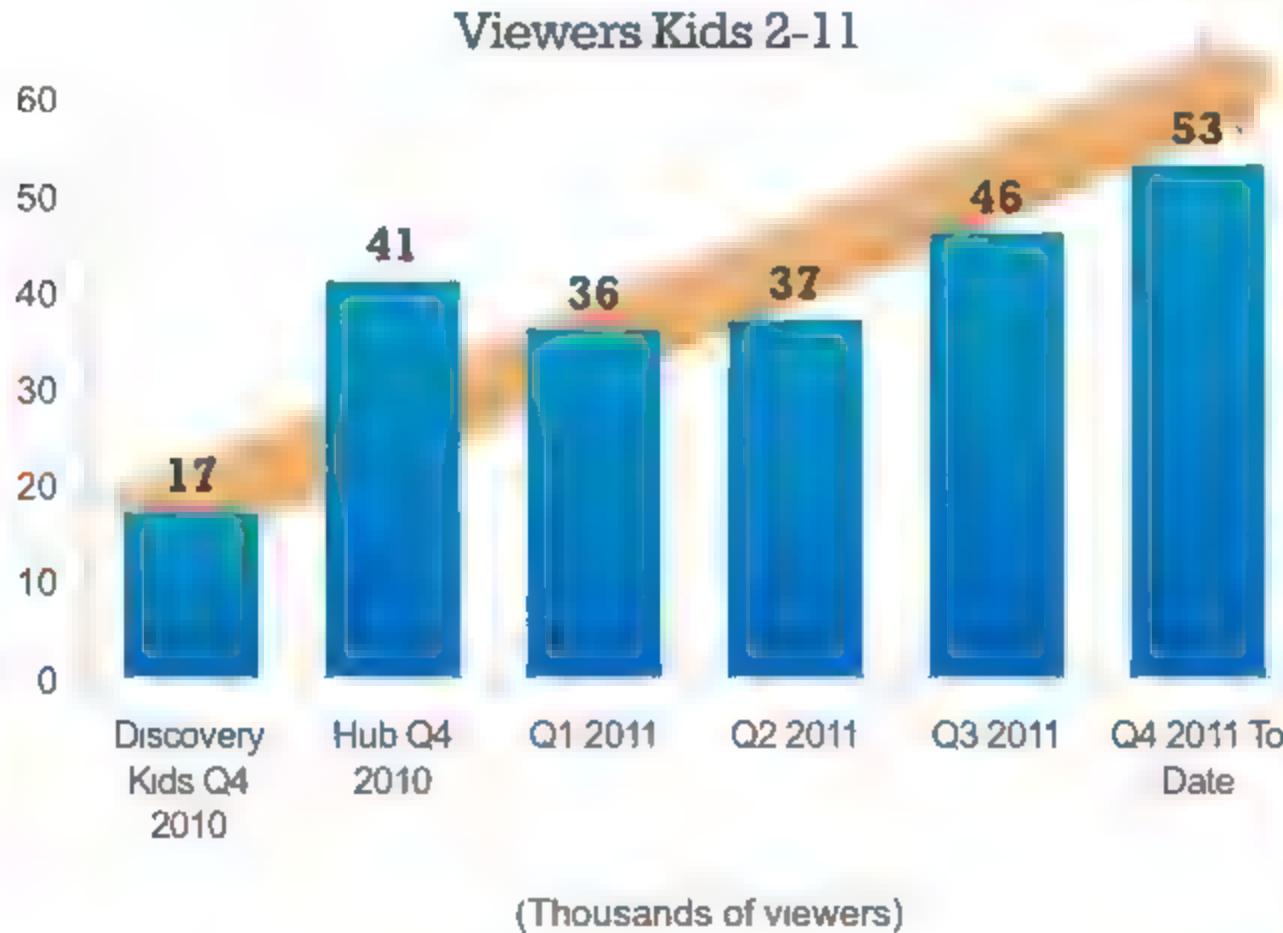
Pre-Launch Ratings: Discovery Kids vs. Competition



September 27, 2010 to October 9, 2010



The Hub: Growth in Viewership

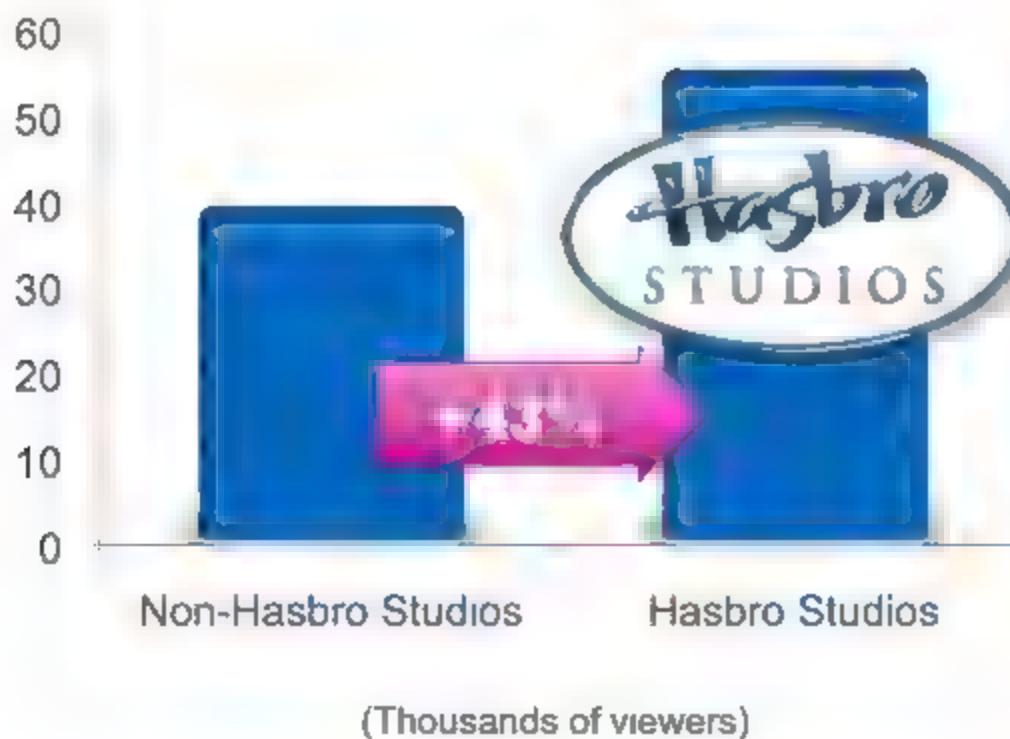


Source: Nielsen, Kid Total Day (Mon-Thurs 6A-8P/Fri: Sun 6A-12A) Q4 through 10/30/11



Hasbro Studios Shows Performing Well

Average Kid Day Kids 2-11 Viewers



Source: Nielsen 10/10/10 to 10/30/11, Kid Total Day (Mon-Thurs 6A-8P/Fri-Sun 6A-12A).

The Hub: Beginning to Beat the Competition

For October 7 and 8, 2011, in head to head time slots...



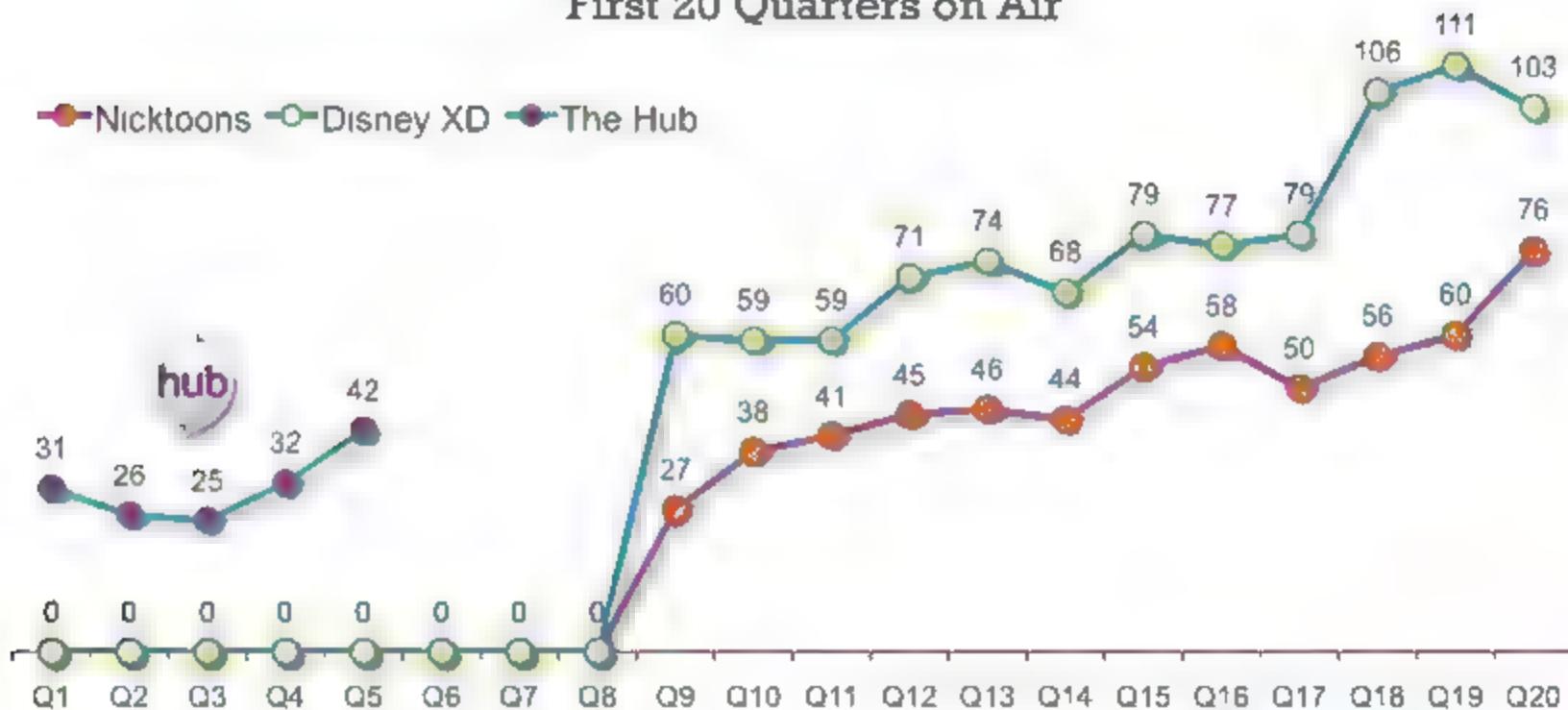
- Family Game Night beat Nicktoons
- Goosebumps beat Disney XD's Zeke & Luther and Nicktoons' Power Rangers
- Transformers Prime beat Nicktoons' Dragon Ball Zkai
- Haunting Hour beat Disney XD's Zeke & Luther and Nicktoons' Power Rangers





Competitive Network Performance Through 20 Quarters

Kid Networks Delivery in Total Day K2-11 (Thousands) First 20 Quarters on Air



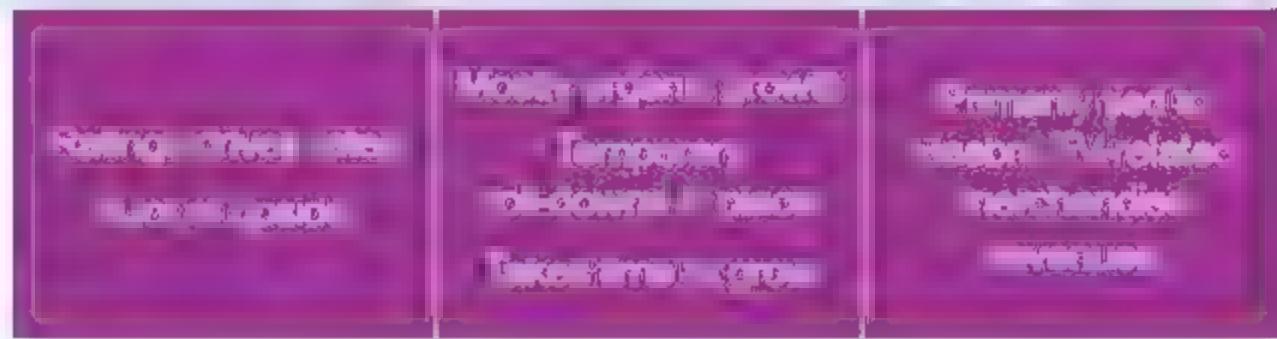
Source: Nielsen most current quarterly average Q4 2011 through 10/30/11



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The Hub: Three Sources of Revenues

	Advertising	Affiliate Fees	Merchandise
2009: Discovery Kids	\$5 million	\$45 million – 56 million homes	N/A
2010: The HUB Launch	50 Advertisers – Most never on Discovery Kids	60 million homes	N/A
2011: One Year Mark	>120 Advertisers	61 million homes	Beginning



19 million unique kid viewers since launch



Merchandise Royalties

- 2009 Agreement includes a \$125 million minimum guarantee to The HUB
- Paid in five \$25 million annual payments from 2009 – 2013
 - Most recent payment made on November 1, 2011
 - 10 years to earn out the guarantee
 - Began expensing royalty payments on the P&L in 2011
 - Royalty applied to U.S. based portion of TV-based merchandise revenue
- Half of this payment comes back to Hasbro as we share in half The Hub's earnings





The HUB Investments

A large, semi-transparent speech bubble containing the 'hub' logo, which is identical to the one in the top left corner but larger and centered.

Programming

Marketing

People

2011 Status:

Program acquisitions costs ramped up

Launch costs complete

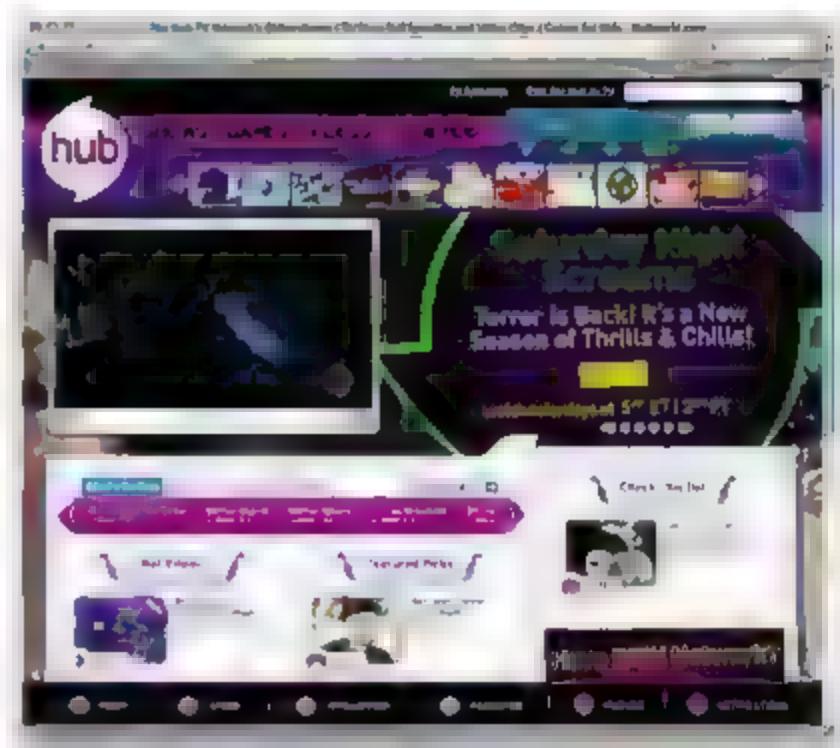
Network fully staffed



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Investments: Hubworld.com

- Hasbro funded the launch and development of this site on behalf of The Hub
- \$13 million investment over the past 2.5 years
- Initial investment is behind us and spending is anticipated to decline going forward



Short Term



Long Term



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What to Remember About The Hub

Our investment in The HUB provided the opportunity for Hasbro to invest in multiple television programs

Remember:

- ✓ It takes time to build a network
- ✓ Ratings are improving
- ✓ Advertising is increasing
- ✓ Distribution is expanding
- ✓ Merchandise is improving
- ✓ Launch costs are behind us
- ✓ While we started slower, we are on track to achieve 4-5 year plan for TV in the U.S.



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International Distribution



International Major Program Deals

Major Markets		Transformers Prime	My Little Pony Friendship is Magic	Adventures of Chuck & Friends	Pound Puppies	G I Joe Renegades	Play-Doh Elf-n-a-Can	Family Game Night	
Canada	Corus	✓	✓	✓	✓	✓			Q1 2011
UK	Turner/Cartoon Network	✓	✓	✓	✓				Q3/Q4 2011
France	LeGardere	✓	✓						Q4 2011
Germany	Nickelodeon	✓	✓						Q4 2011
	Super RTL			✓					Q3 2011
Spain	Turner/Cartoon Network	✓	✓	✓	✓			✓	Q3 2011/ Q1 2012
Italy	Mediaset	✓	✓	✓	✓				Q3/Q4 2011
Latin America (including Brazil and Mexico)	Turner/Cartoon Network	✓							Q4 2011
	Discovery Kids			✓	✓				Q4 2011/ Q2 2012
Russia	Karousel	✓	✓						Q3 2011/ Q1 2012
Australia & New Zealand	Turner/Cartoon Network	✓	✓	✓					Q1 2012
China	Toonmax						✓		2012

International Distribution Benefits

- Program Sales
 - Covers between 15-30% of program production costs
- Merchandise
 - Experience tells us that television has a bigger impact on merchandise sales outside the U.S. than in the U.S.
- Strategically Important
 - Distribution of our television programming outside the U.S. expands our brand reach
Some instances is the first introduction of the brand to international consumers



International Performance



TRANS FORMERS PRIME

United Kingdom

Transformers Prime

- Show performance
#1 show on Cartoon Network



my little PONY

Canada

My Little Pony

- Show performance
#1 show on Treehouse



CHUCK

Germany

The Adventures of Chuck & Friends

- Show performance **40.4%** market share on Super RTL

PRODUCTS SALES & UP



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ToysRus



Auchan

 TARGET



Merchandising



TESCO

Walmart

Carrefour



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Revenue Potential: Merchandise

TV Shows | Toy-related products | Licensed products | Global

Merchandise

- Toys & Games: 90% of merchandise potential
- Licensed Goods: 10% of merchandise potential



Global Revenue Opportunity

- TV-related merchandise revenue outside the U.S. could be greater than U.S. TV-related merchandise revenue
 - Experience tells us TV has a stronger impact on merchandise & delivers a long product life cycle internationally
 - Hasbro Studios shows are airing on top-rated kids networks in international markets



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Status of Merchandising Revenues

Television programming drives merchandise revenues globally

- 2009 Projection
 - We said: "We believe there exists the potential to add hundreds of millions of dollars annually to Hasbro's top line within a four to five-year time frame"
- 2011 Status
 - For 2012, we are on plan for \$300 million TV-related merchandise, although not all incremental
 - 24 months from delivering in excess of \$300 million in incremental revenue annually



Merchandise Contribution Margin Potential



Note: % based on Hasbro averages



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Conclusions

Hasbro's Television Status: On Track with Initial 4-5 Year Plan



Ramped up quickly

- Producing episodes for global distribution at lower costs than expected



Building network over the long-term

- Remain on track with initial 4-5 year plan



Ahead of expectations

- Distributing more programs in more markets on better networks than expected at this point



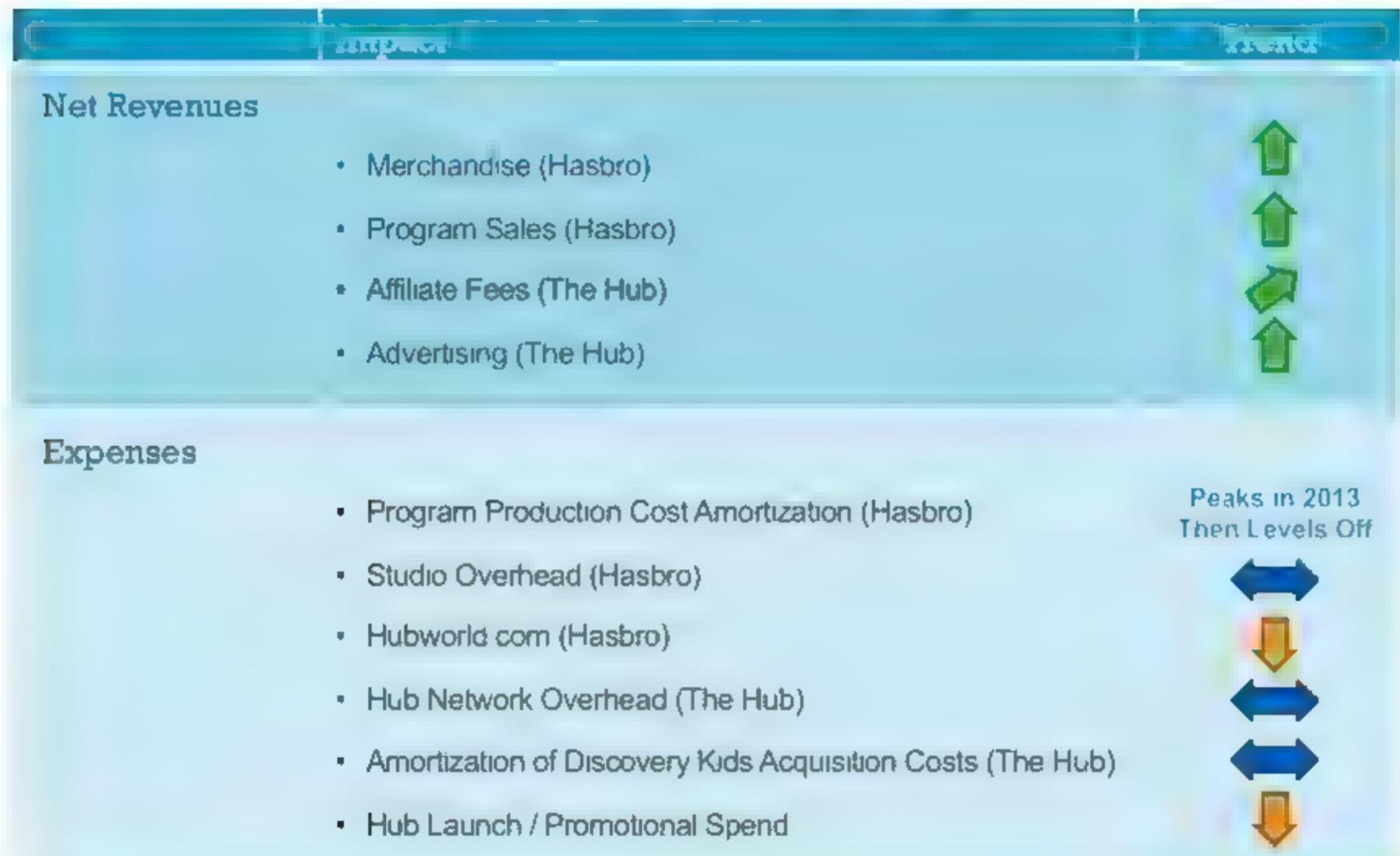
Merchandise

- Merchandise ramps globally in 2012 and beyond



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Financial Trends Are Improving



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How Do We Define Success?

- **TV Overall:**

- Several hundred million dollars of incremental television-related merchandise revenue
 - Expect to reach this in the next 18 to 24 months
 - Global distribution of our brands through programming
 - We have programming deals for substantially all of our sales territories

- **The HUB:**

- Become a top 5 kids' network in the United States
 - Half the size of Cartoon Network



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Wiebe Tinga

President, Asia Pacific and Latin America Sales & Marketing



Hasbro's International Progress

- Good track record of net revenues and operating profit growth
- Excellent momentum, growth ahead of market and competition
- Strategic investments 2007-2011 payback
- Strategic Brand Blueprint coming to life
- The future looks bright



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Expanding Our Global Footprint

Selling in
120+
Countries

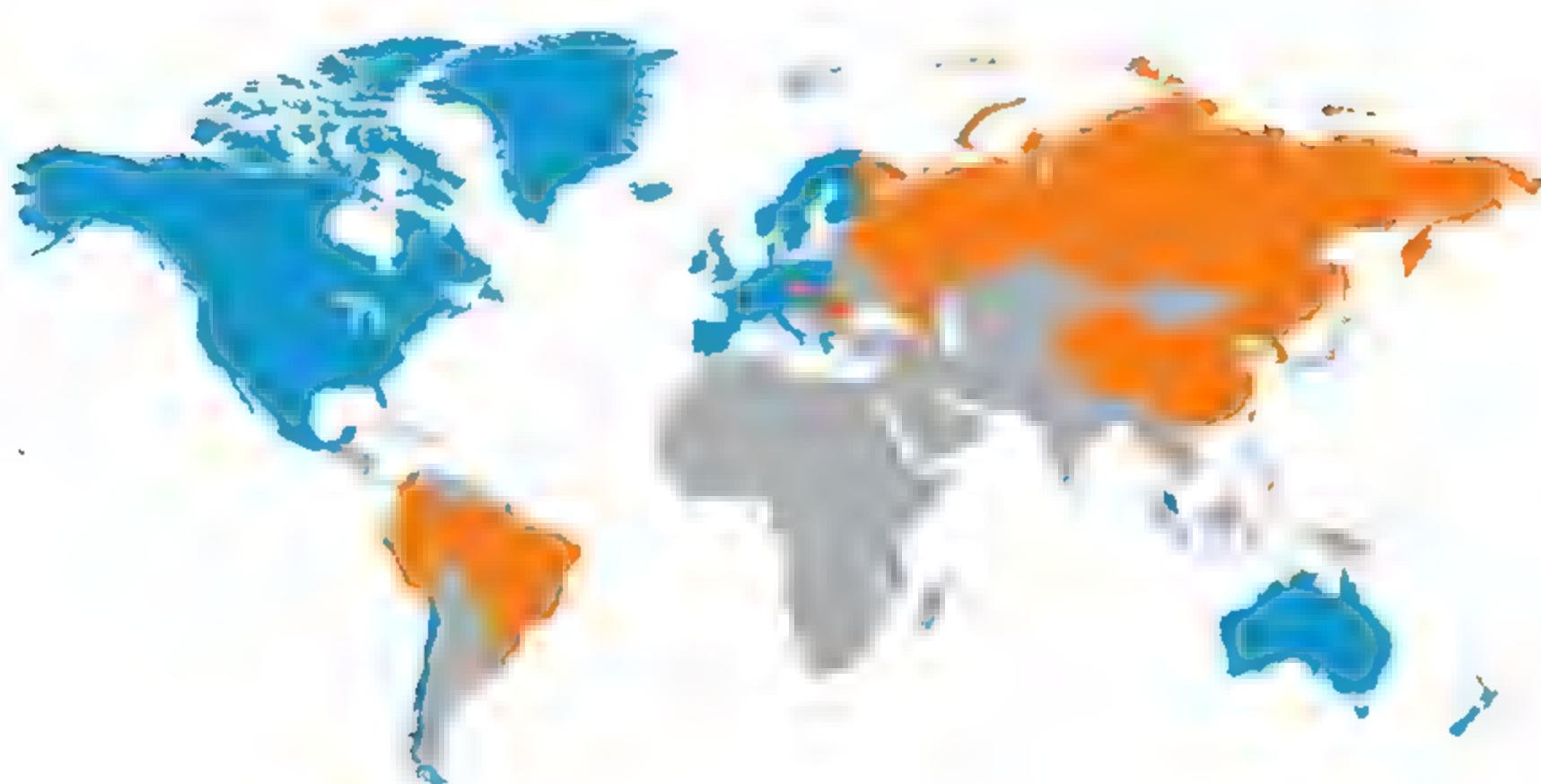


Offices in
40+
Countries



INVESTOR
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Expanding Our Global Footprint



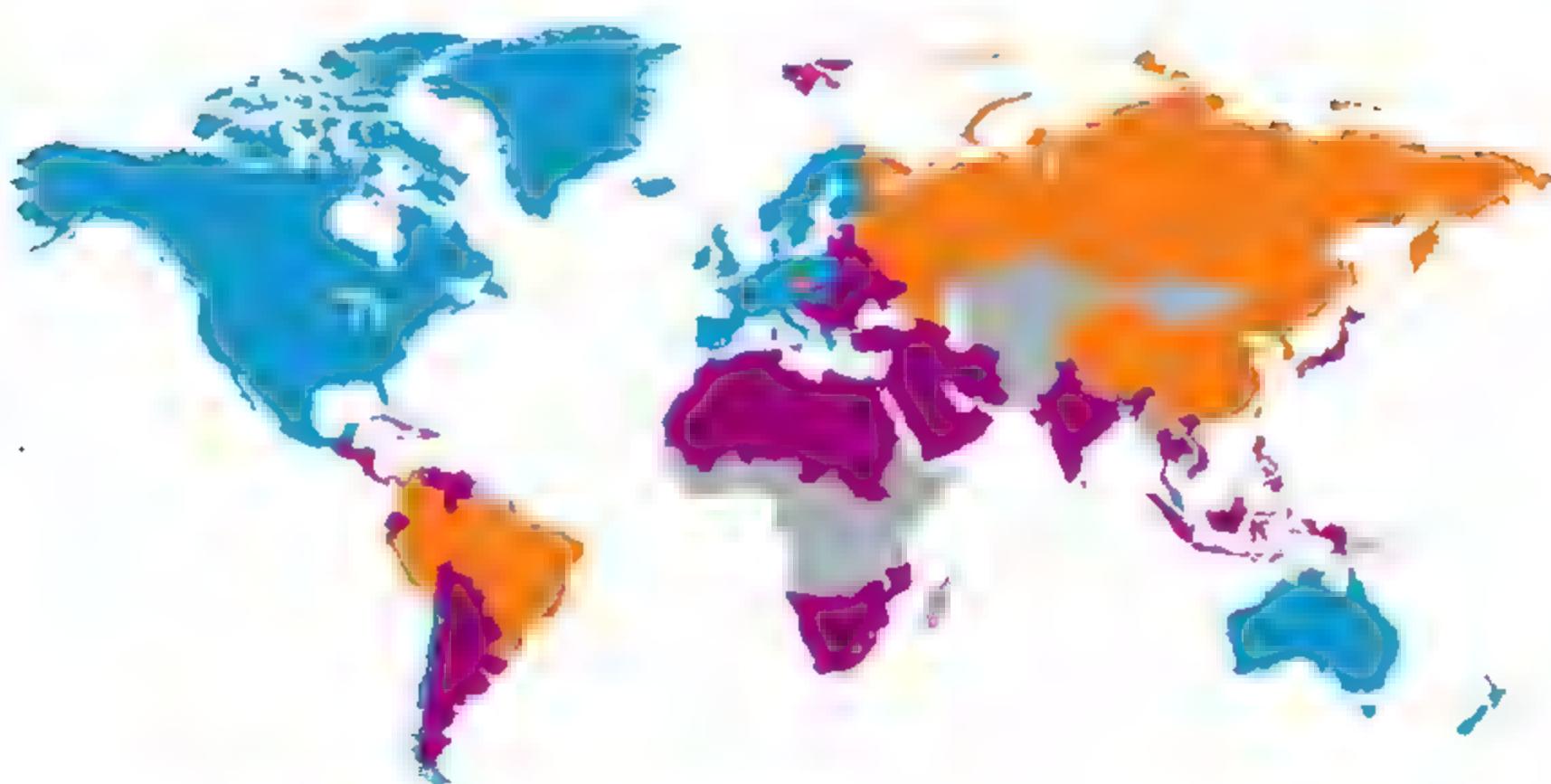
■ Existing offices
in 2005

■ New offices
added from
2006-2011



INVESTOR
DAY 2011

Expanding Our Global Footprint



■ Existing offices
in 2005

■ New offices
added from
2006-2011

■ Distributor
Markets and
Joint Venture



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Twice a year, 300 customers come to previews in Rhode Island.



Our executives travel to our customers.

Consumer Strategic Marketing and Top-to-Top
meetings drive optimal retail relationships



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Execution at Retail



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Hasbro's world-class brand portfolio is shaped by insights from a continuous dialogue with consumers globally.



300,000

global consumer
touch points annually

Business & Industry Intelligence

Access to the most widely
utilized and regarded Industry
& Trend Services



**INVESTOR
DAY 2011**



Audio Only

Global Traditional Toys/Games Industry

Global Traditional Toys/Games Retail Sales 2010: \$83.3B (+4.7%)



Source: NPD 2011 Global Toy Market Estimates Report



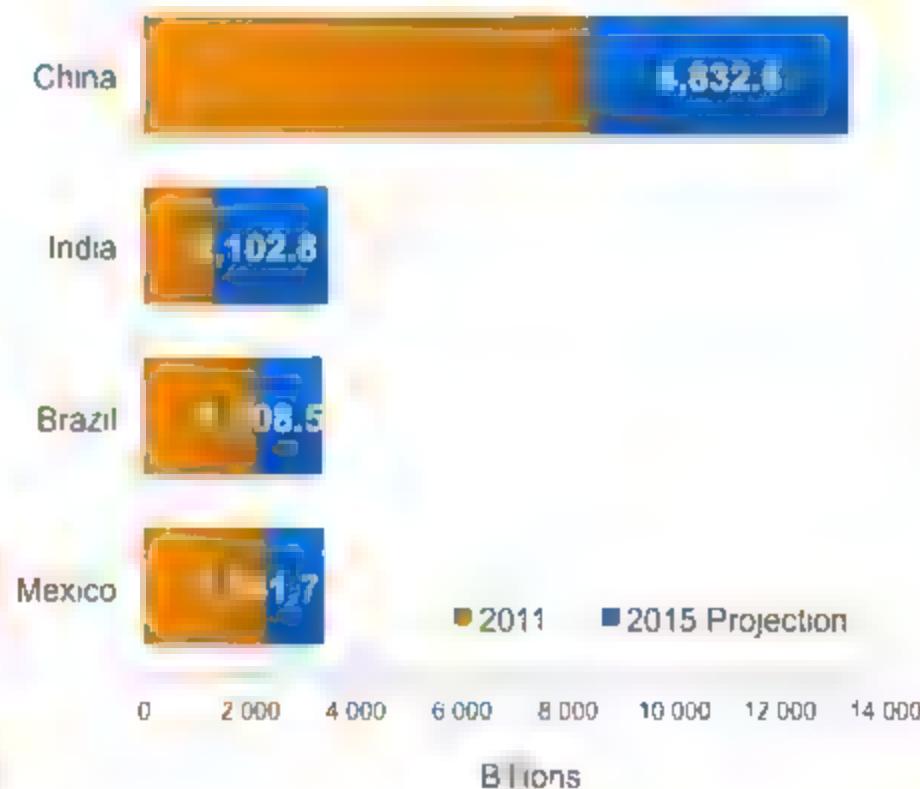
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Continued Future Growth from Emerging Markets

Top Growth Markets: 2011-2015 CAGR



The Billion Dollar Growth Club: Projected Industry Growth





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Entertainment is Fueling Our Growth



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Branded Play Strategy – Fortune 100 – Training & Development

Attracting new talent and Hasbro global talent pool



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In Summary



Strong 2011 momentum driven
by Core Brands and Innovation

Investment in technology paying back

Brand Building - a key focus

Key relationship - Hasbro's strength

Confident for a bright future

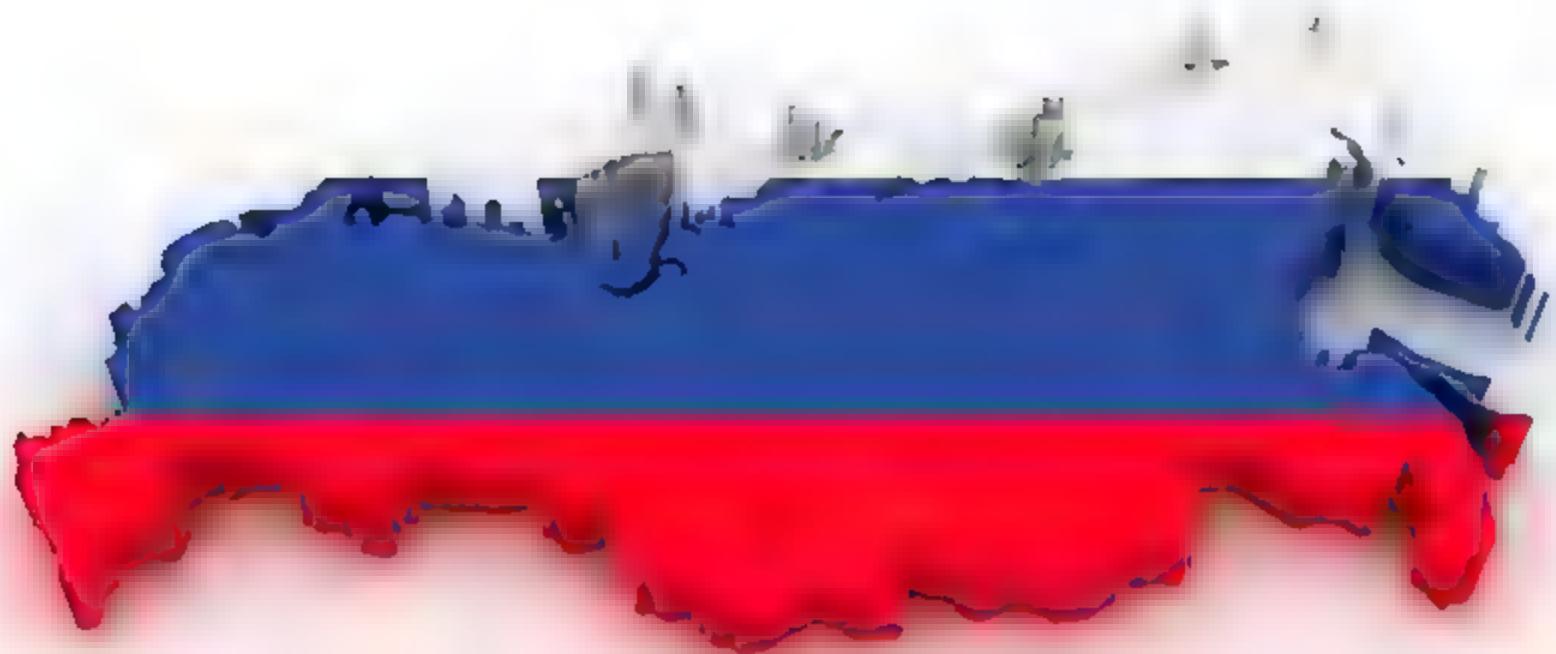


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Mark Hoijtink

General Manager, Northern European Region



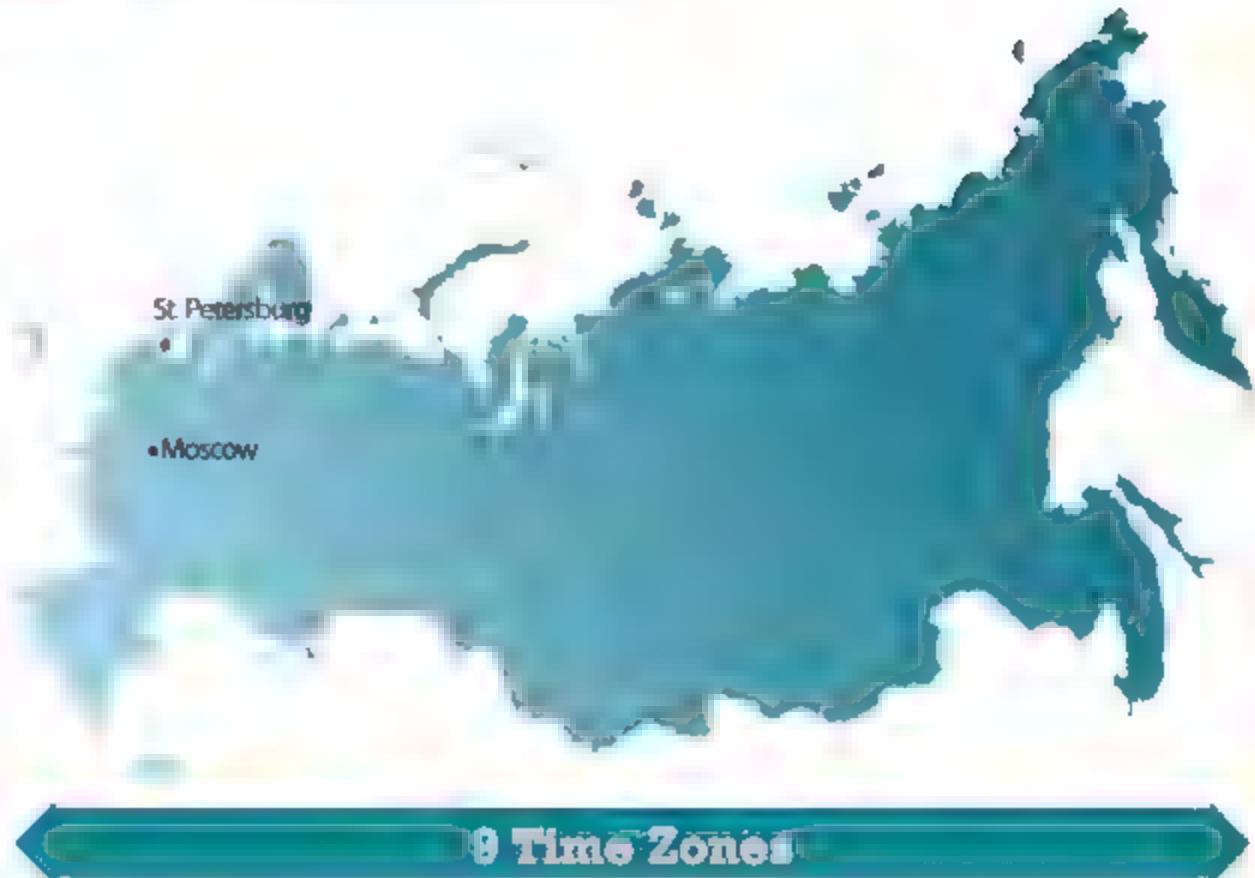
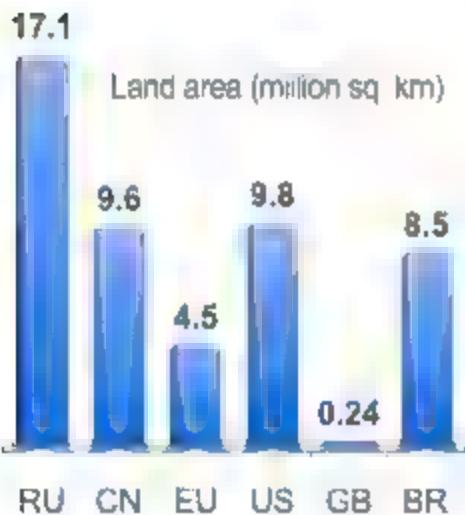
Russia – The Opportunity



Russia - The Opportunity

Comparing Russia with other geographies

Largest country on earth and almost twice the size of the US

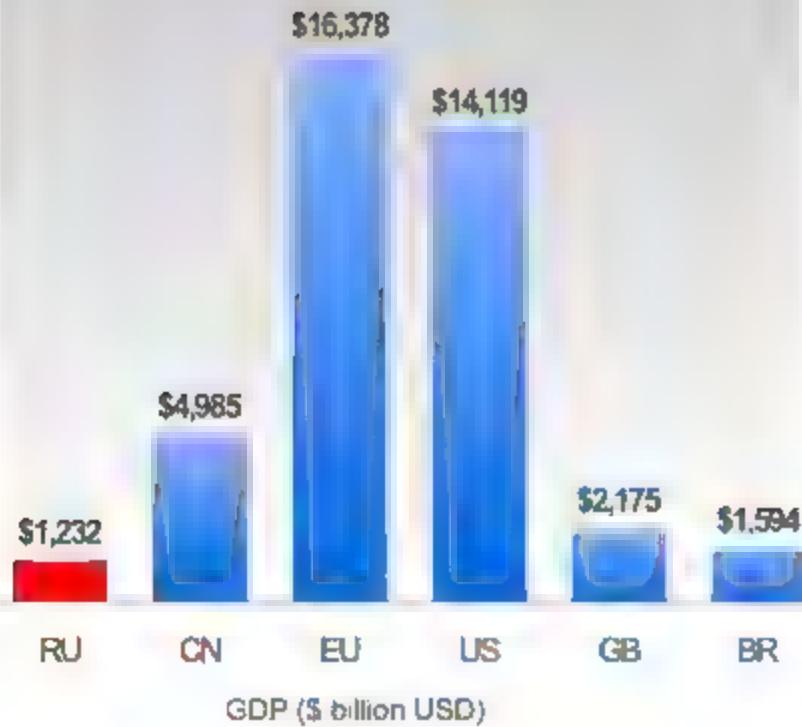


INVESTOR
DAY 2011

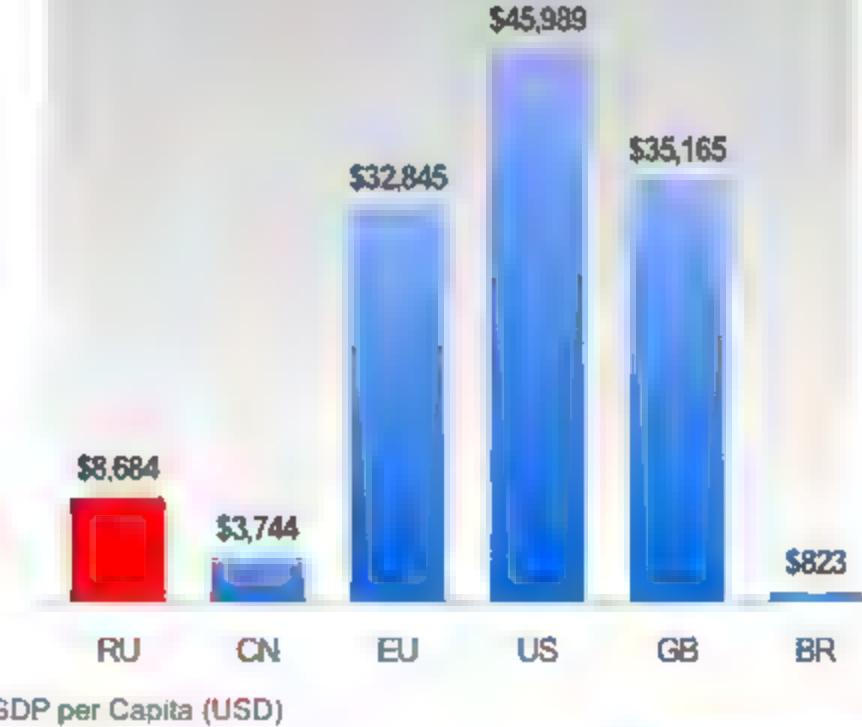


Russia - The Opportunity

Smallest of the
BRIC markets



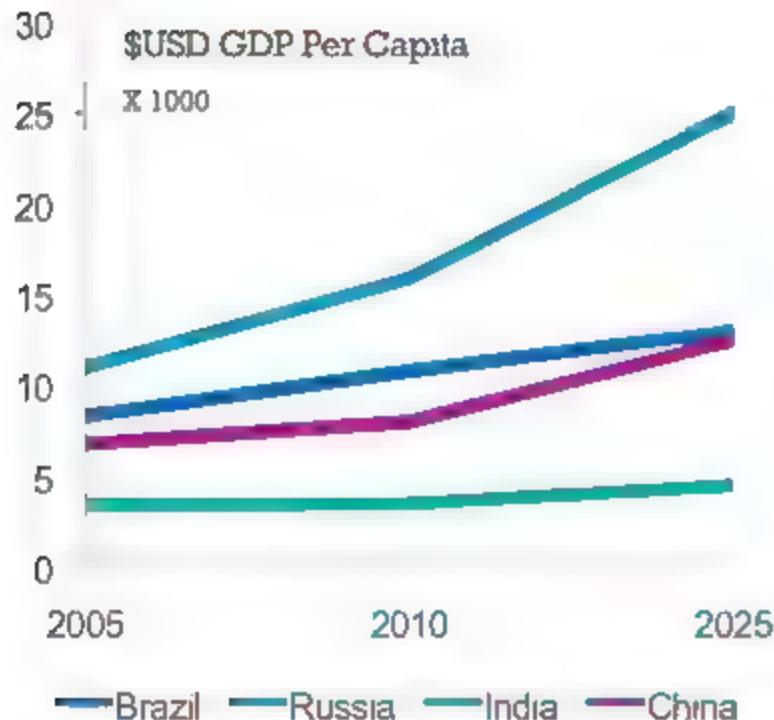
Largest GDP/capita
of the BRIC markets



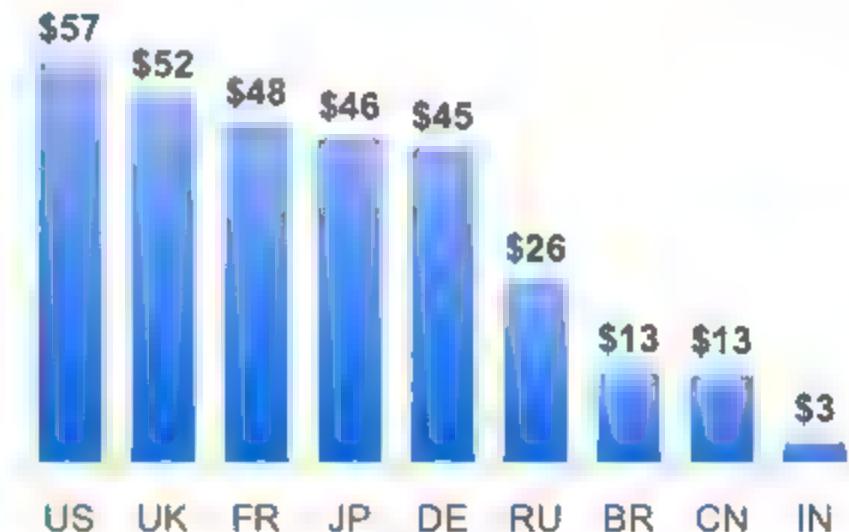


Russia - The Opportunity

Wealth Creation



Income per Capita: 2025 (\$USD)
X 1000



Source: CIA - The World Factbook

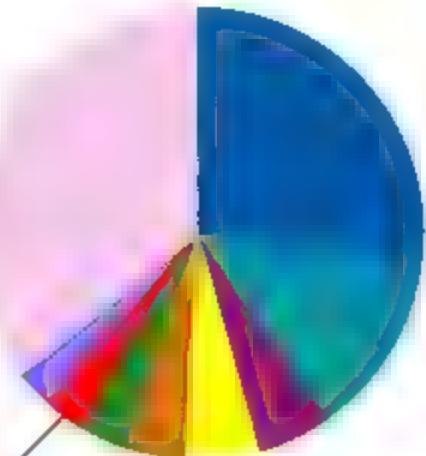
Source: WEF February 2010



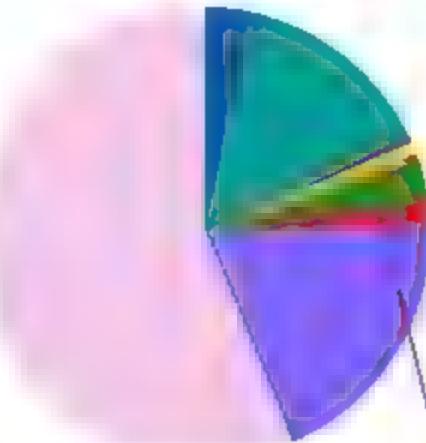
The Russian Toy Market: A Huge Opportunity

Toy Market*,
\$ Million

USA	21,510
Japan	5,820
China	4,954
UK	4,317
France	4,239
Germany	3,420
Brazil	2,773
Russia	2,482
India	2,091
Others	28,674



RU market size 60%
of French market



More than twice the
amount of children in
Russia than France

Number of
Children**

USA	61.9
Japan	17.1
China	242.7
UK	10.2
France	11.9
Germany	11.2
Brazil	53.1
Russia	26.1
India	352.5
Others	1,013.3

Sources

* 2010 NPD group

** 2010 C.A. The world factbook

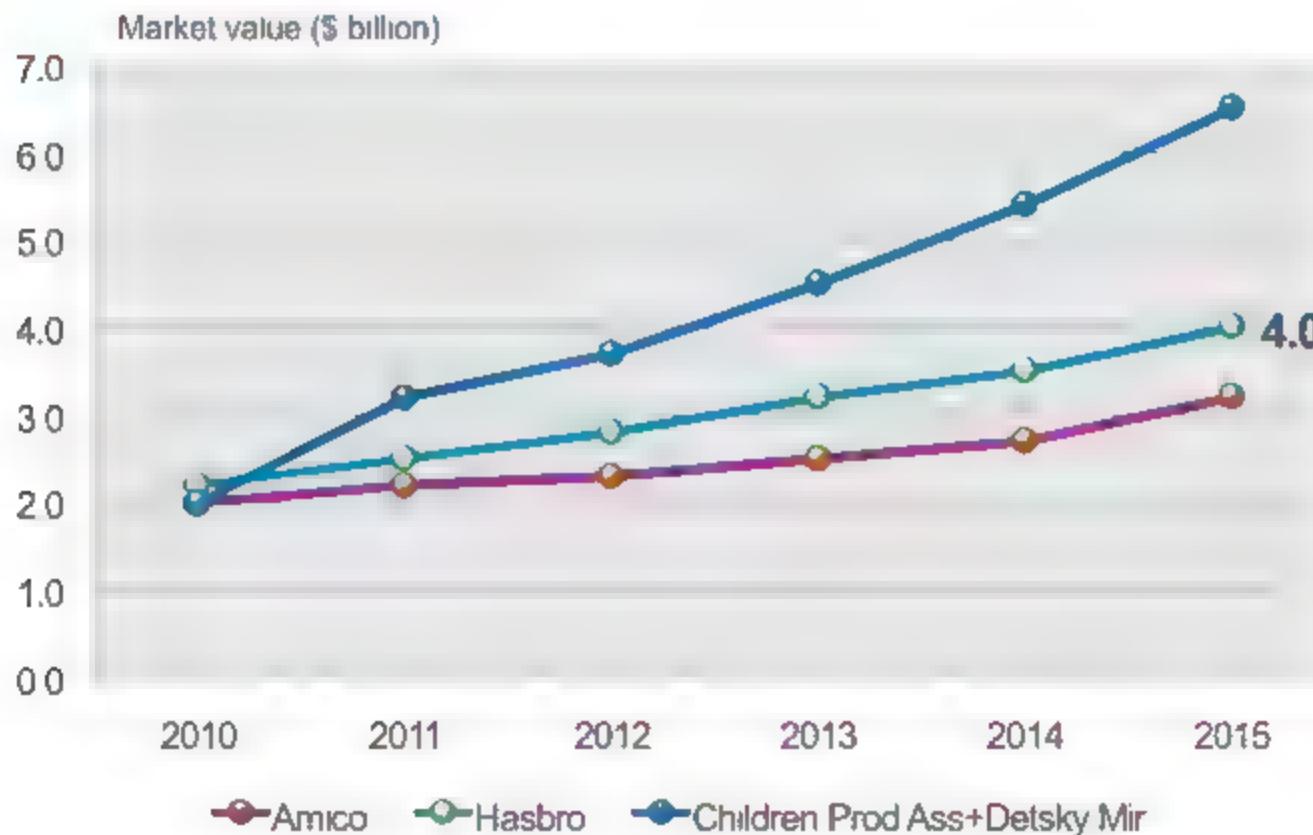
*** 2010 NPD group data for Russia does not take into account non organized retail and is replaced by data from TG Russia Comcon



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The Russian toy market is expected to grow 15% per annum to \$4 billion by 2015.



Sources

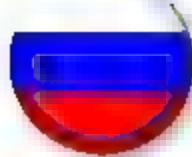
2009 Data TGI, Comcon research; Detsky Mir research

Russian Toys association

Amico Nielsen, 2010



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Russian Market

2008



2011



2015



Branded

Not Branded



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FurReal
friends



Hypermarkets & Toy Specialists

A rapidly-growing area due to geographic expansion and new store openings

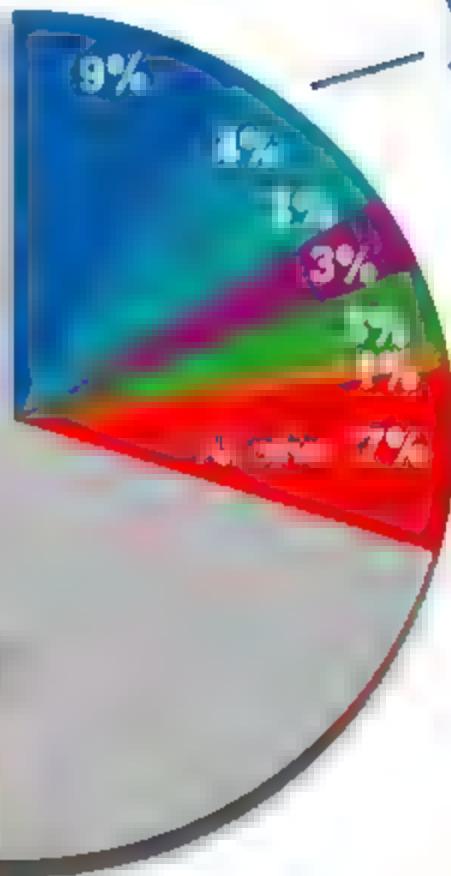


Russian Competition

Estimated Market Share 2011



70°



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Transition to Full Legal Entity by 2012

- Full legal entity first half of 2012
- Direct to 20 retailers and 2 wholesalers
- DC operated by third party
- Lead time shortens from 45 to 3 days
- Headcount will build up to 40 people by end 2012





Audio Only



Lunch Break



Investor Day 2011

Pawtucket, RI • November 9



Brian Goldner
President and Chief Executive Officer

2012 Guidance

We expect to triple our
base sales by the end of the
decade with year 2012

We made investments through ROI that
will begin to give us additional leverage
and global growth



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Macroeconomic Perspective



USA

- We have momentum and feel we can grow market share
- Low economic growth/ high unemployment are concerns



International

- Business remains strong
- Europe growth is mixed
- Should continue to post good growth and market share gains



Emerging Markets

- Rapid growth should continue
- Our brands work
- Middle class with disposable income continues to grow
- Branded play strategy is being fully activated



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2012 Revenue Outlook

• Core Brand Growth



Preschool

- Full year of Sesame Street
- Innovation from Playskool & Play-Doh



Girls

- Momentum with My Little Pony & FurReal Friends
- New Categories in Littlest Pet Shop & Baby Alive



Boys

- Global distribution of Kre-O Transformer in 25 markets.
- Kre-O - new initiative launches in 7 markets
- Star Wars 3D
- Marvel
- Nerf
- G.I. Joe
- Beyblade

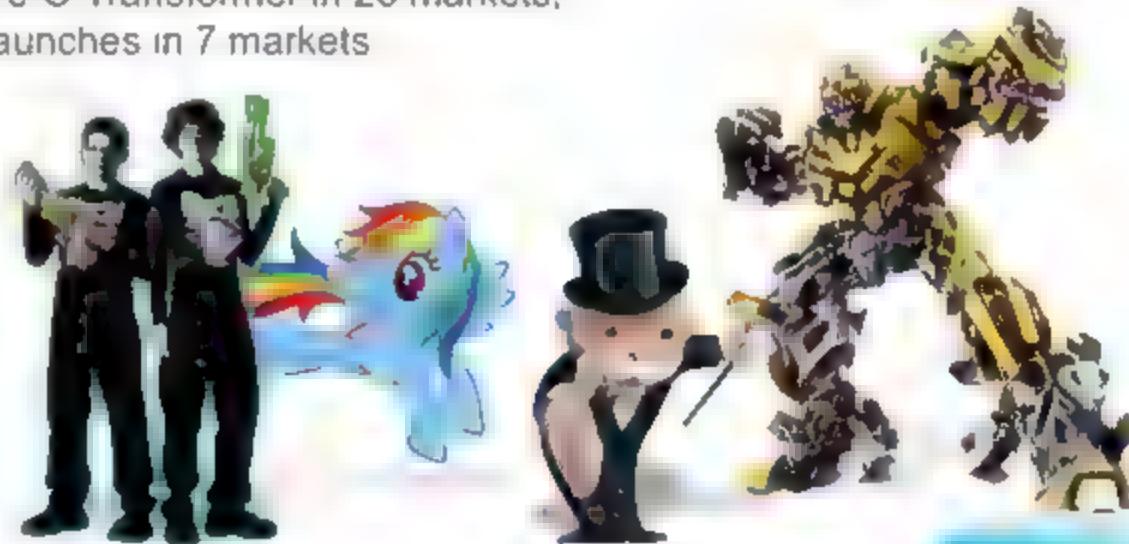


Games

- Battleship movie
- Magic: The Gathering
- Gaming Center of Excellence

Key Entertainment Year

- Five major movies
- Hasbro Studios programming on-air around the world
- Roll-out of TV-related merchandise



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Earnings Growth

2011 Marked the Apex of Our Incremental Spending



Hasbro Studios
Team Staffed



Hub Network Up
and Running



Global Licensing
Team Staffed



Emerging Markets
Expansion
Investment Slowing



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2012 – Remainder of the day

John Frascotti will outline major revenue drivers

Deb Thomas will provide a financial outlook

Questions & Answers

Product Review Tours

Reception



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John Frascotti
Chief Marketing Officer





Preschool

2012



Girls



Boys



Preschool

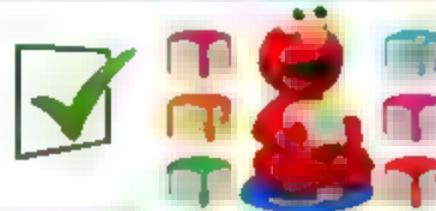


More Innovation and Interactivity

- Let's Rock Elmo and Instruments

**More Education**

- Find and Learn Elmo

**More Characters beyond Elmo**

- Cookie Monster
- Mini-Plush/Figure Sales Success

**More Marketing**

- TV spend up versus competition
- More comprehensive and deeper digital engagement





Launch with a Bang!



Good Morning America:
Sesame Takeover



Late Night with Jimmy Fallon



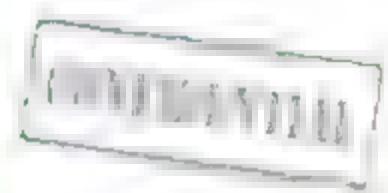
Launch Event



2012: New Ways to Play

Steps to School
– LearningCome'n Play
Kitchen CaféPlush &
Playsets

New Feature Item



PLAYSKOOL HEROES



Hasbro
STUDIOS

TRANSFORMERS
RESCUE
BOTS





Video Playing in Room



Create Meaningful Brand Experiences

Global TV Show

Exclusive Retail
Program

Full Publishing
Program

Entertainment
on the Go!



Available on the
App Store
iTunes

DVD



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PLAYSKOOL

Expanding Play-Doh Play!



Food Role Play
Girls & Boys 3-6



**Like a Kid
in a Candy Store!**



Vehicles
Boys 2-5



Diggin' the Doh



Fashion/Mini Dolls
Girls 2-6



**Dress & Decorate
with Sparkle Doh!**



**INVESTOR
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Branded Play for Girls 2-10



Baby
Alive

My Little
PONY



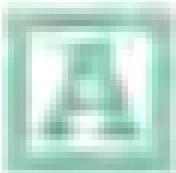
FurReal
Friends



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The Best “Alive” Doll Experience a Girl Can Have



Continue Driving
Product Innovation



Drive the “Alive”
with Marketing



Build & Grow the
Brand at Retail



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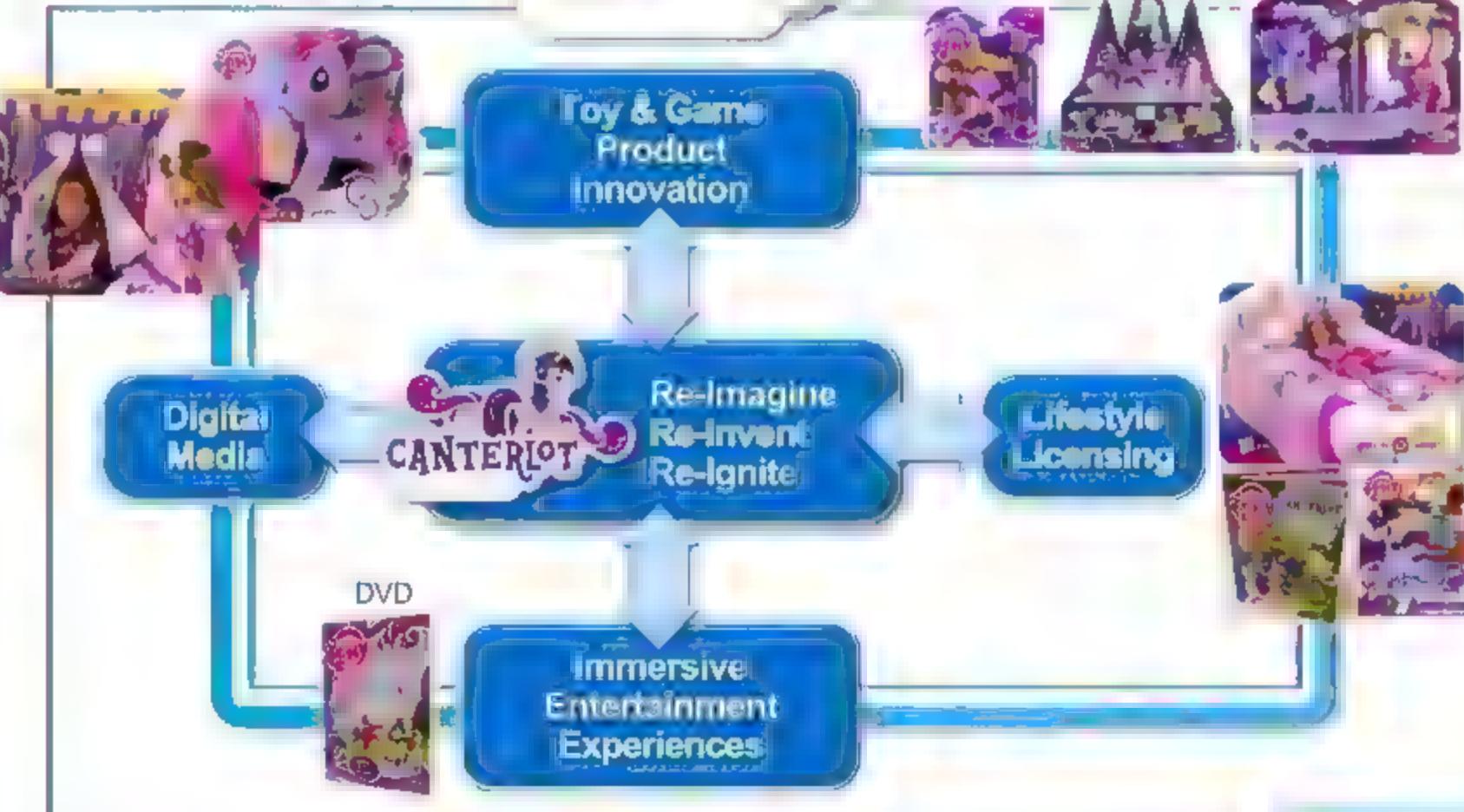
Entertainment Drives Branded Play



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Strategic Retail Partnerships



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ALL NEW is Working!



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little pets   BIG personality





Strategic Blueprint



Strategic Retail Partnerships



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Video Playing in Room

Boys Action

4 Key Drivers



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All New Entertainment in 2012



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BATTLESHIP

SUMMER 2012



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DAY 2011



Video Playing in Room

BATTLESHIP

Strategic Blueprint



G.I. JOE

RETALIATION



In theaters June 29, 2012



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Video Playing in Room

TRANSFORMERS

P R O M O

End Cap



Header Card



Standee



Side Blade

Floor Sticker



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DAY 2011



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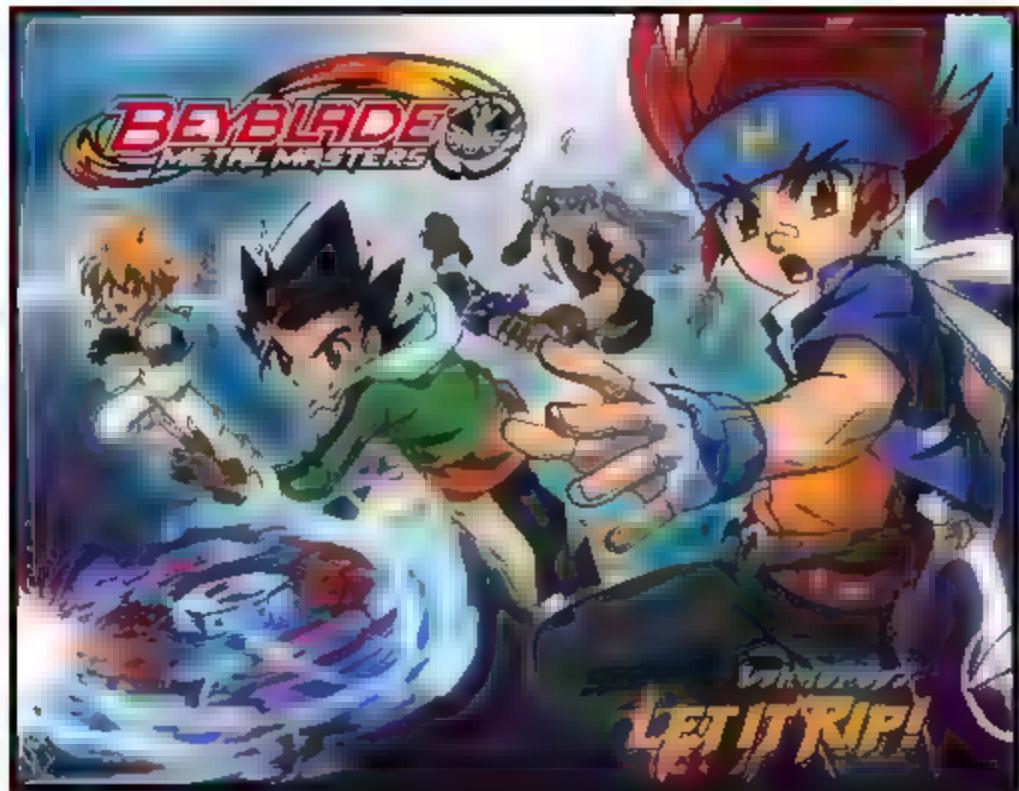
TRANSFORMERS FALL OF CYBERTRON



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A New **SPIN** in every Segment!



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MARVEL THE AVENGERS™

In Theaters May, 4 2012

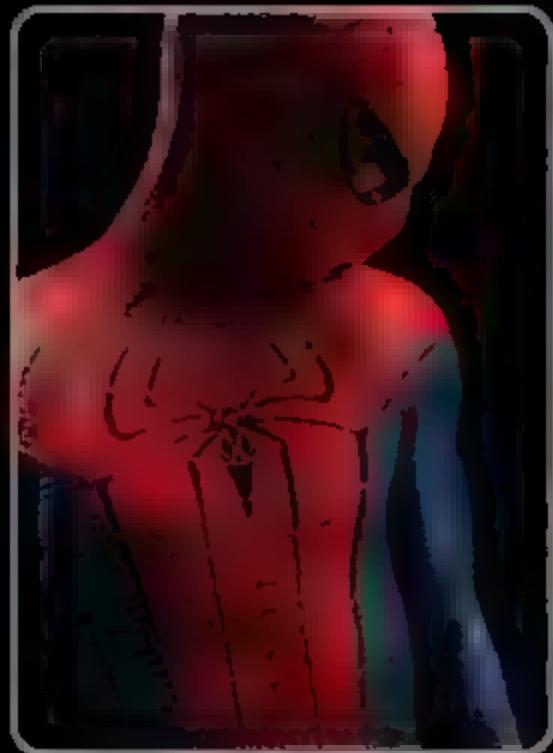


MARVEL



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THE AMAZING SPIDER-MAN



MARVEL

COLUMBIA PICTURES



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DAY 2011



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KRE-O

CREATE IT. PLAY IT. EXPLORE IT.



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Marketing Highlights Globally



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Retail Highlights Globally



1,500
Displays
in France!



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NERF

Sports Action

NERF

This changes
EVERYTHING

VORTEX

9.10.11



JOIN THE ELITE!

8.1.12



KOOCH

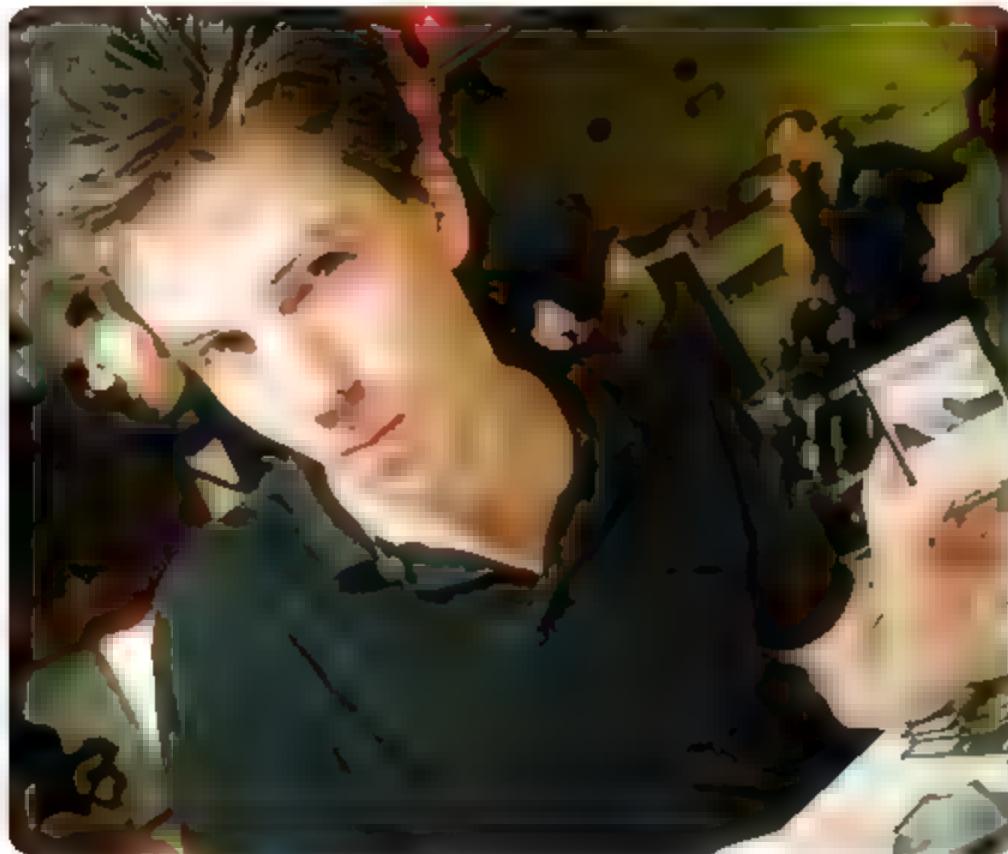
Blast Off in 2012!

Defining Sports Action for 3-7 year olds



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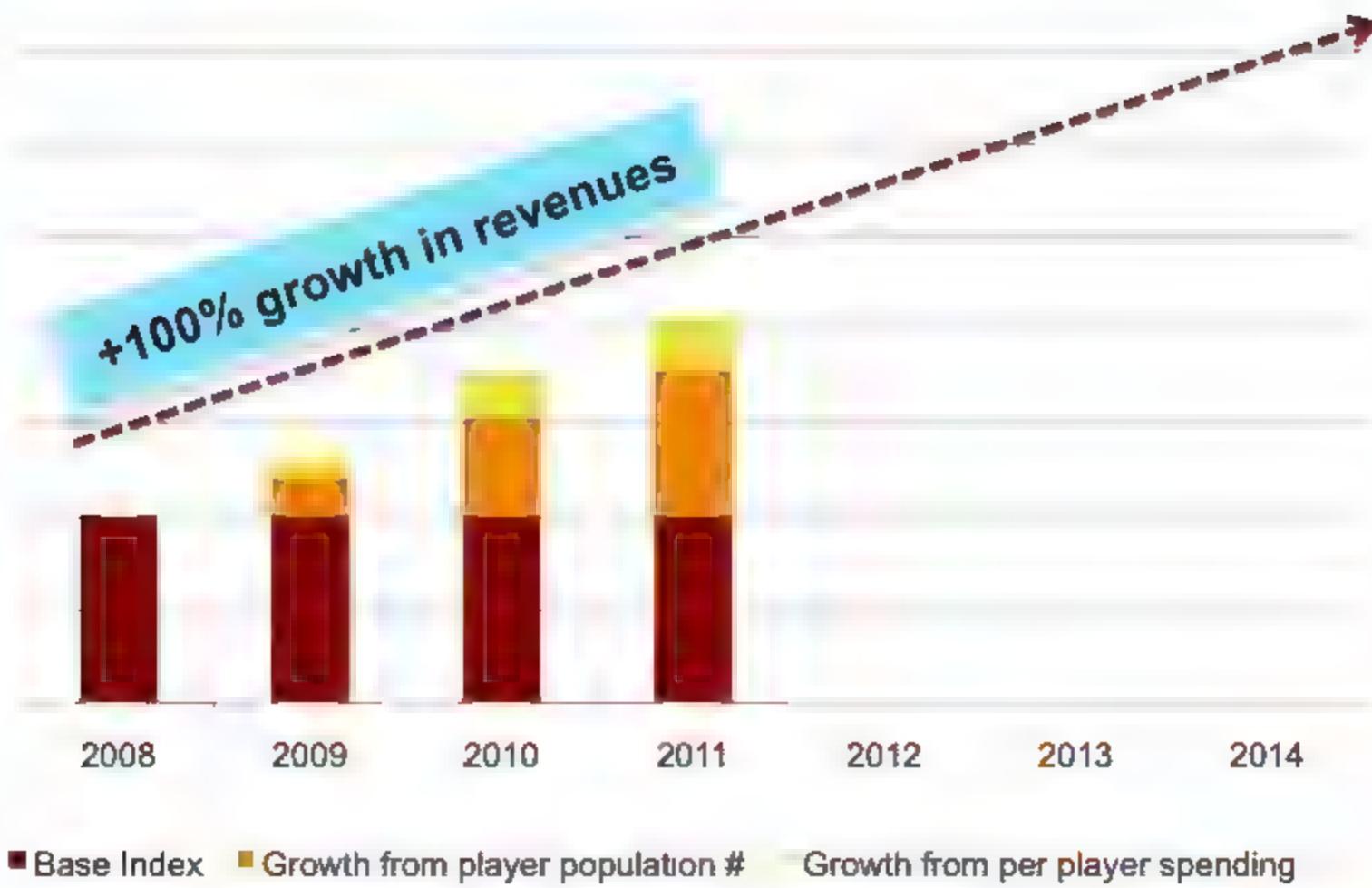
The Magic Consumer



- Young Male Adult (16-35)
- Technology early adopter
- Engages in multiple ways: online, on console, at home, in store, or at competitive events
- Average tenure with the brand 8+ years



Proven player base growth will fuel revenue growth in the next 3 years



PRESCHOOL



PreKool



Preschool



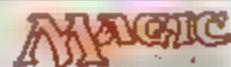
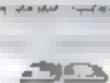
GIRLS



BOYS



SPIDER-MAN



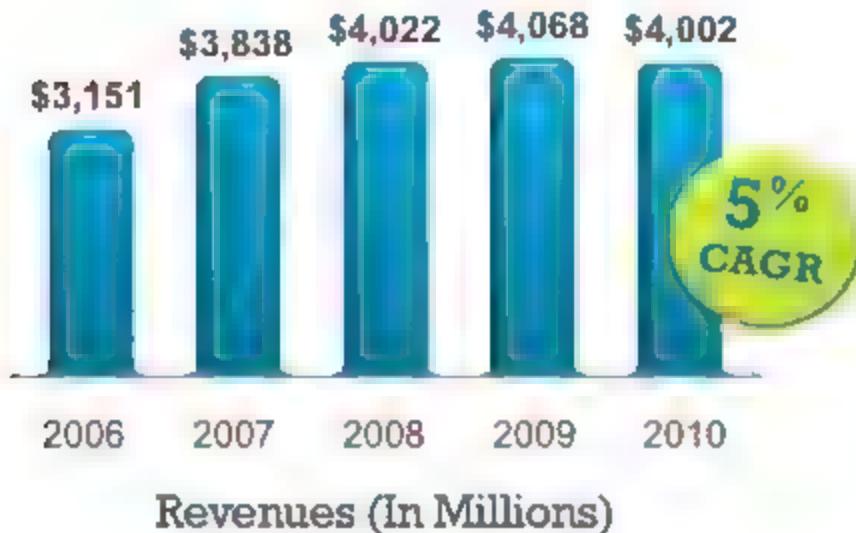
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Deb Thomas
Chief Financial Officer



Strong Top and Bottom Line Growth 2006-2010



Revenues have grown \$851 million,
or more than 27%, since 2006

Earnings Per Share have more than
doubled in 5-year time period



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Revenue and Operating Profit Growth Across Segments 2006-2010



But, What's Next for Hasbro?



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Unlocking Hasbro's Global Brand Potential

Innovation

• Toys, Games
• Interactive
• Experiences



International Expansion

• Global presence
• IP, Media, & Licensing



Immersive Entertainment & Licensing

• Movies
• Television
• Digital Media
• Lifestyle Licensing



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In the Near-term, What About 2012?

PRESCHOOL

SESAME STREET

CHUCK

PLAYSKOOL

PLAYSKOOL
HEROES

Play-Doh

KRE-O

NERF

BATTLESHIP

TRANSFORMERS

STAR WARS
EPISODE I-III

SPIDER-MAN

G.I. JOE

GIRLS

My Little
PONY



Baby
Alive

FurReal

GAMES

Elefun

Twister

BATTLESHIP

CLUE

MAGIC

Connect 4

MONOPOLY

SCRABBLE

Yahtzee

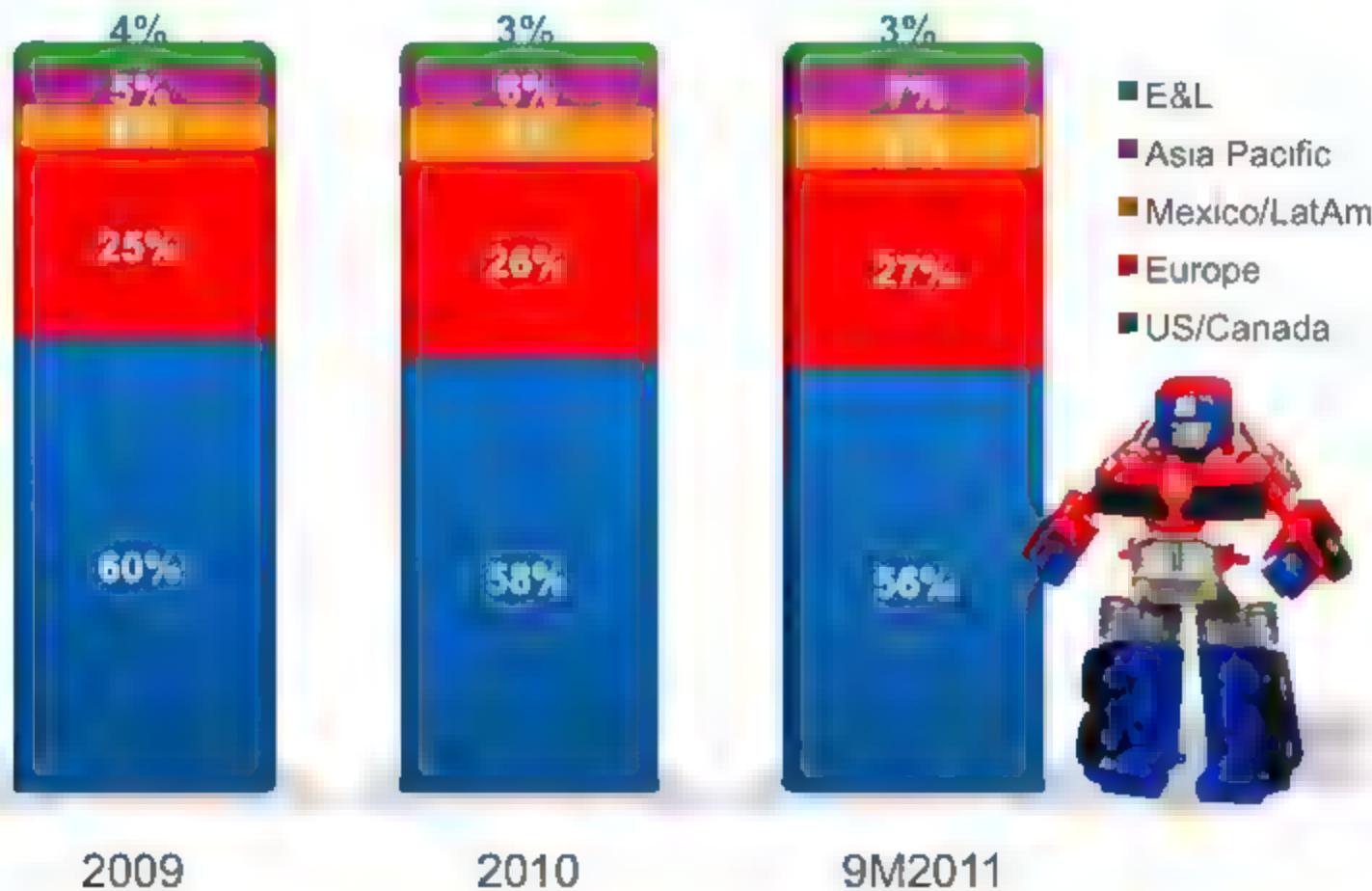
OPERATION

bop!



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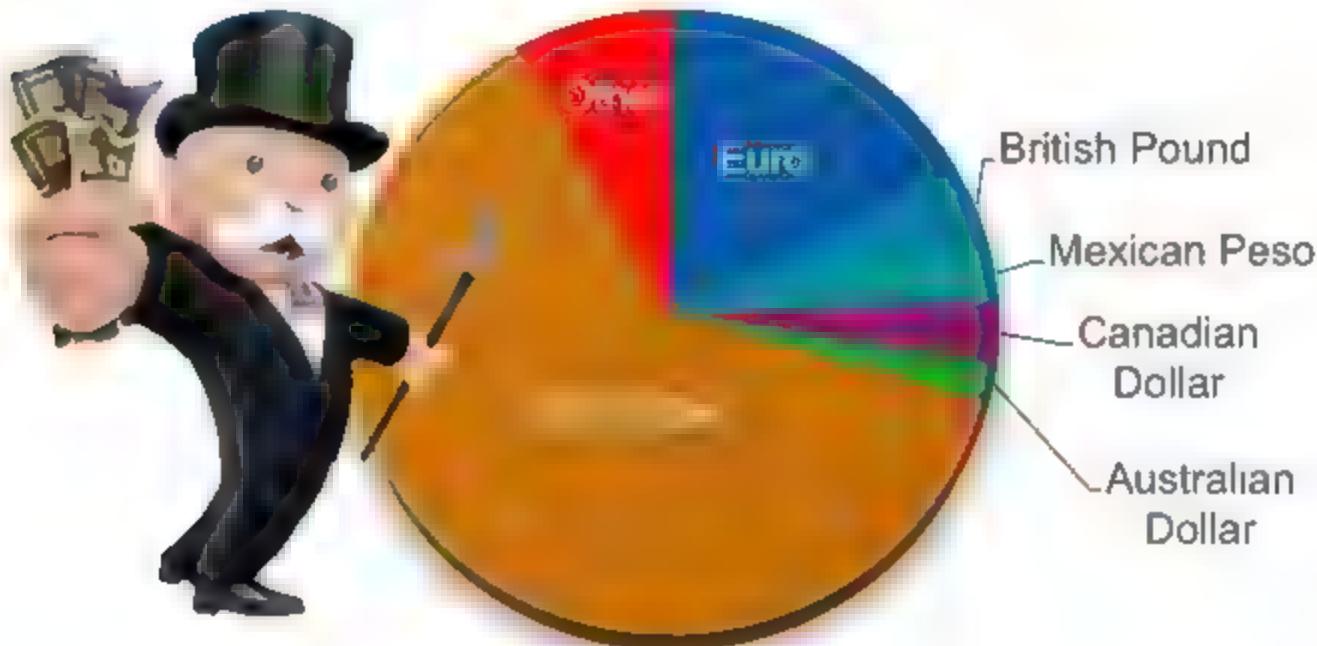
2009-2011 Net Revenues By Region



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Hasbro Revenues by Underlying Currency

Representative Revenue by Currency



Represents percentage of Hasbro net external sales/currency



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Historical Exchange Rates

Average Revenue FX Translation Rates

	Full Year 2009	Full Year 2010	Spot Rates
Euro	1.43	1.33	1.38
British Pound	1.59	1.55	1.60
Mexican Peso	0.070	0.080	0.074
Canadian Dollar	0.898	0.968	0.98
Australian Dollar	0.818	0.921	1.04

Represents total currency net sales/sales translated in USD for full period/year reported

* As of Nov 4, 2011



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Revenue Phasing Considerations



Expect second half 2012 percentage to be 3.5% higher



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Cost of Goods Sold Expectations

Assumptions for Revenue

Revenue	100%
Gross Margin	58.1%
COS	41.9%

Board/Paper/Print	7.6%
Resins	6.3%
Electronics / Metals	2.9%
All Other	3.1%

Labor	9.2%
Factory Overhead	6.7%
Freight/Import Costs	2.7%
Tooling	1.7%
Other	1.7%

Total: 19.9%

Total: 22.0%

COS 41.9%



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Input Cost Trends

2011 vs. 2010

2012 vs. 2011

► Board / Paper / Print

► Resins

► Labor

► Currency

► Freight

Weighted Average

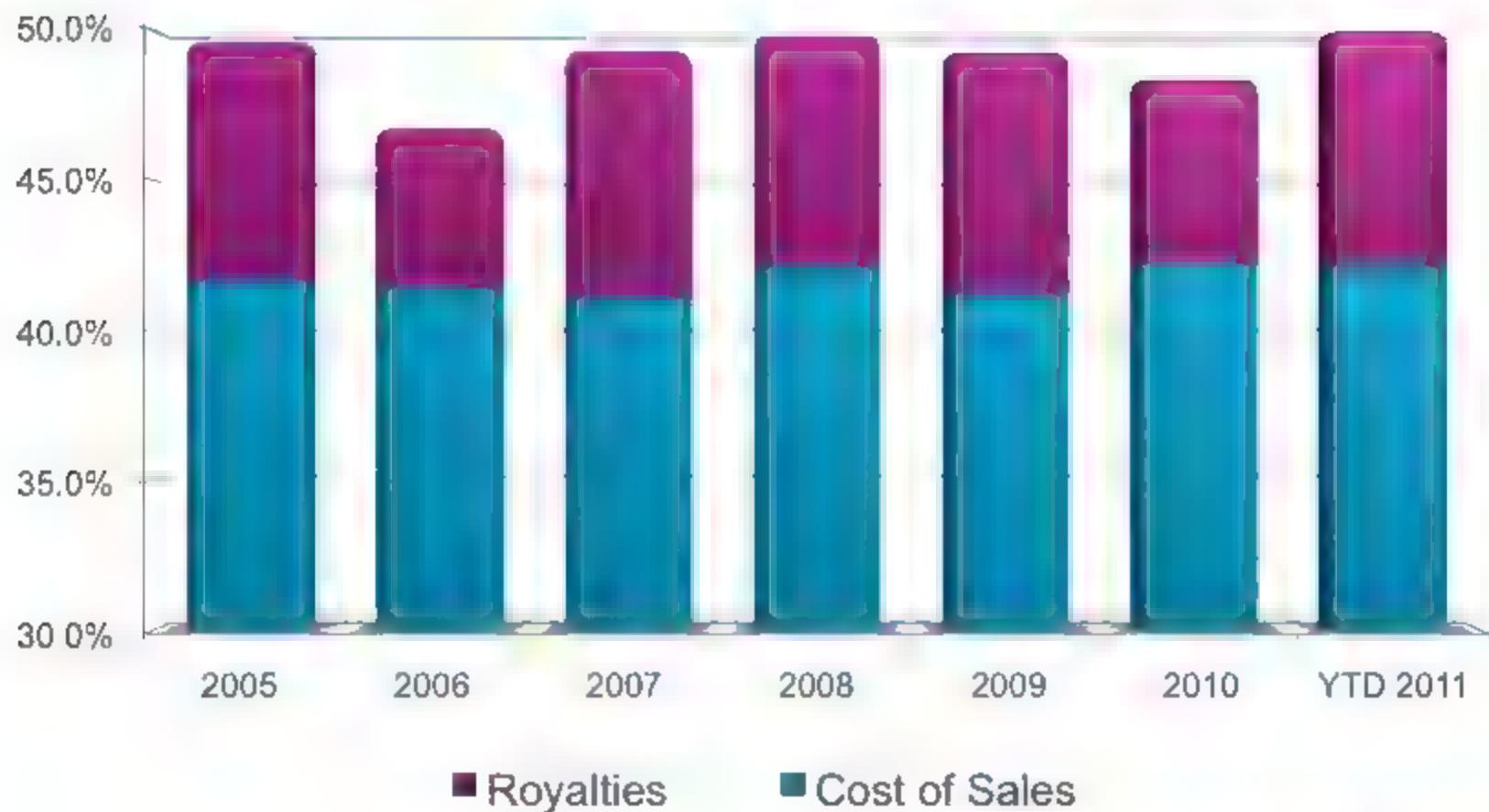
+12.5%

+11.5%



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Cost of Sales & Royalties



5 Year Expense Trends

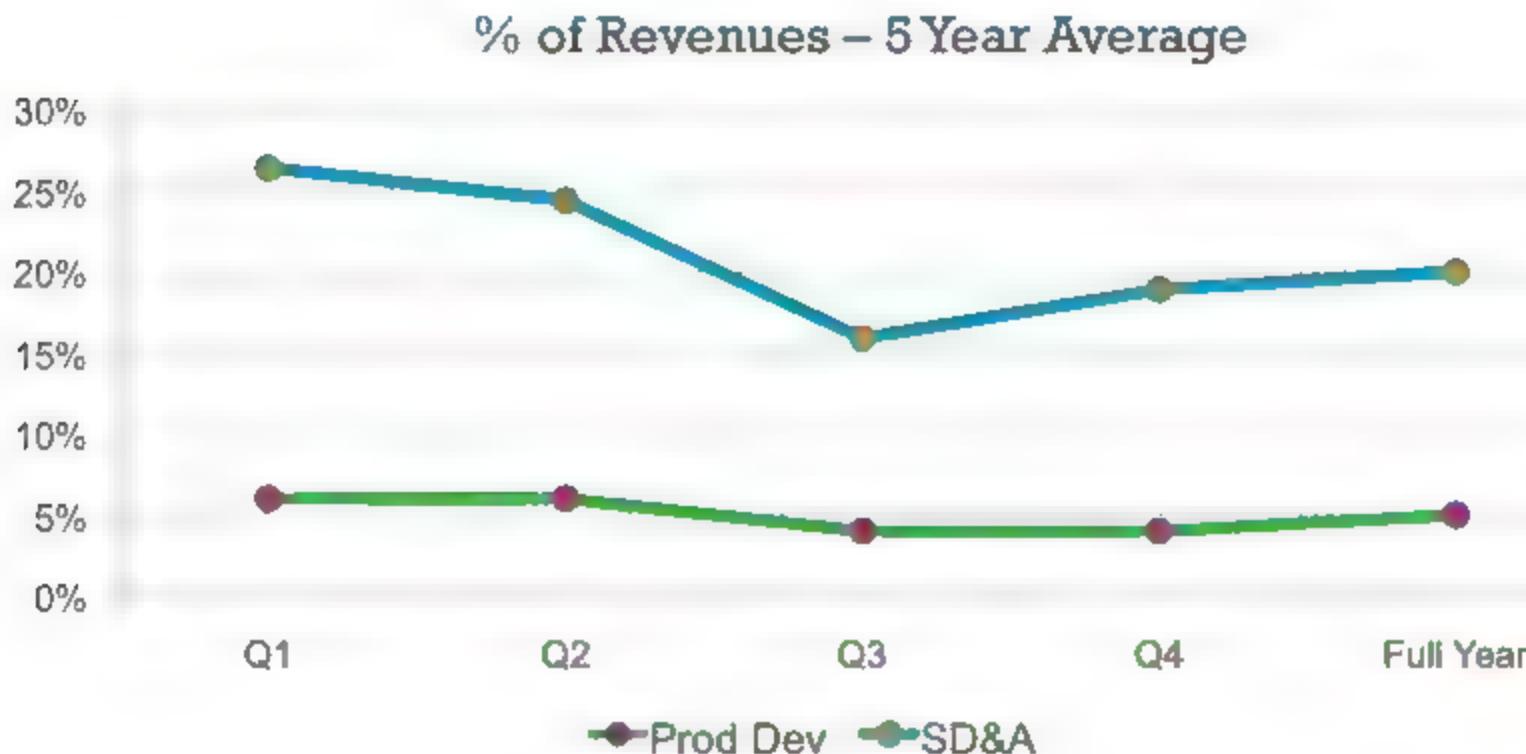
Category	Average as a Percentage of Revenue 2006-2010	Our Range
Product Development	4.8%	4.4%-5.4%
Royalties	7.2%	5.4%-8.3%
Advertising	11.0%	10.1%-11.7%
Selling, Distribution & Administration	20.0%	19.5%-21.7%
Program Production Cost Amortization	0.55% *	\$22 M in 2010 \$30-\$40 M 2011 E

* Represents 2010 data only



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Product Development & SD&A 5-Year Average



Represent 2006-2010 data

Closer Look at SD&A



- Full year 2011 SD&A expected to be ~\$100M greater than full year 2010
- 2011 expected SD&A as a percentage of sales < 20% (excluding impact from Gaming Center of Excellence)
- Gaming Center of Excellence: \$9M of expense in first 9 months in SD&A



Expected Intangible Amortization

Expected Amortization By Year	
2010	50,405
2011E	45,000
2012E	48,000
2013E	49,000
2014E	54,000
2015E	52,000
2016E	36,000



Program Production Cost Amortization

Full Year 2011 E
\$30-\$40M
Q4 E \$12-\$22



Anticipated Program Production Cost Amortization

2011 Q1-Q3

2011 Q4

2011 & Beyond (est.)

\$30-\$40 million

\$60-\$70 million

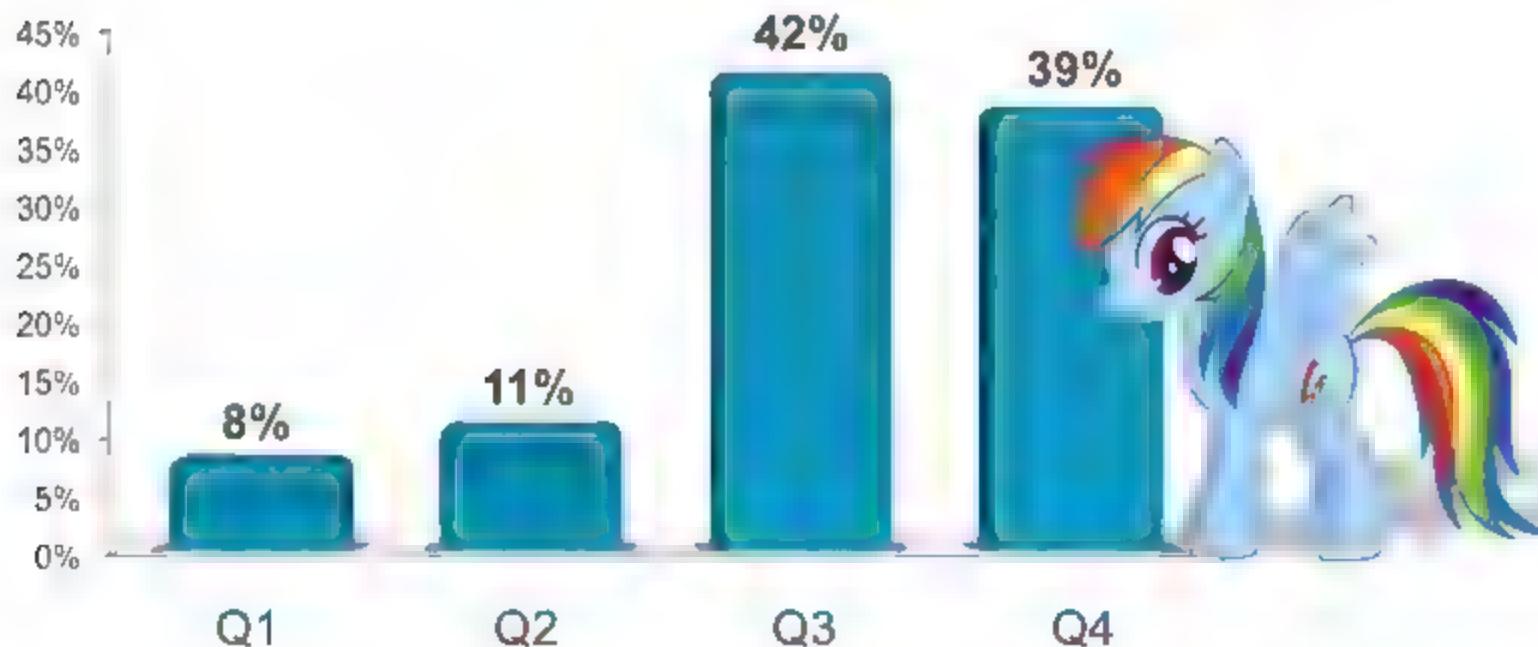
\$70-\$80 million



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Operating Profit Trends: Back Half Weighted

% of Full Year Operating Profit By Quarter
5 Year Historical Average



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Non-Operating Expense/Income

Non-Operating Factors

Interest Expense	2011: \$88-90M E 2012: Anticipate continuing at similar rate
Interest Income	Impacted by available cash and interest rates Ranges from \$3M to \$30M of income over past 5 years
The Hub	Our 50% share of The Hub's earnings Building network overtime 
FX Gains/Losses	Some FX remains unhedged Objective is to minimize impact but difficult in volatile currency years
Other Investments	Small investments which we mark to market An anticipated expense in 2011
Bank Charges	Ranges from \$3M to \$4M over past 5 years



Tax Rate

Change from 2009 is primarily due to the change in the mix of where the Company earned its profits



	Underlying Tax Rate
2012 Expected	25.0%-27.0%
2011 Expected	~25.0%
2010	25.4%
2009	29.0%
2008	32.8%
2007	30.5%
2006	27.6%



Strong Operating Cash Flow



- 2009 ceased securitizing receivables
- 2010 and 2011 Impacted by Television Programming Investments
 - \$82 million on a trailing twelve month basis
- 2011 began to generate merchandise revenue & offset 70% of program production cost amortization with program sales



Days Sales Outstanding

Growth in DSOs due to greater percentage of our business conducted outside of the US



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Sources of Capital

Long-Term Debt

Next Maturity	Interest Rate	Principal Amount
05/15/2014	6.125%	\$425M
09/15/2017	6.30%	\$350M
07/15/2028	6.60%	\$110M
03/15/2040	6.35%	\$500 M

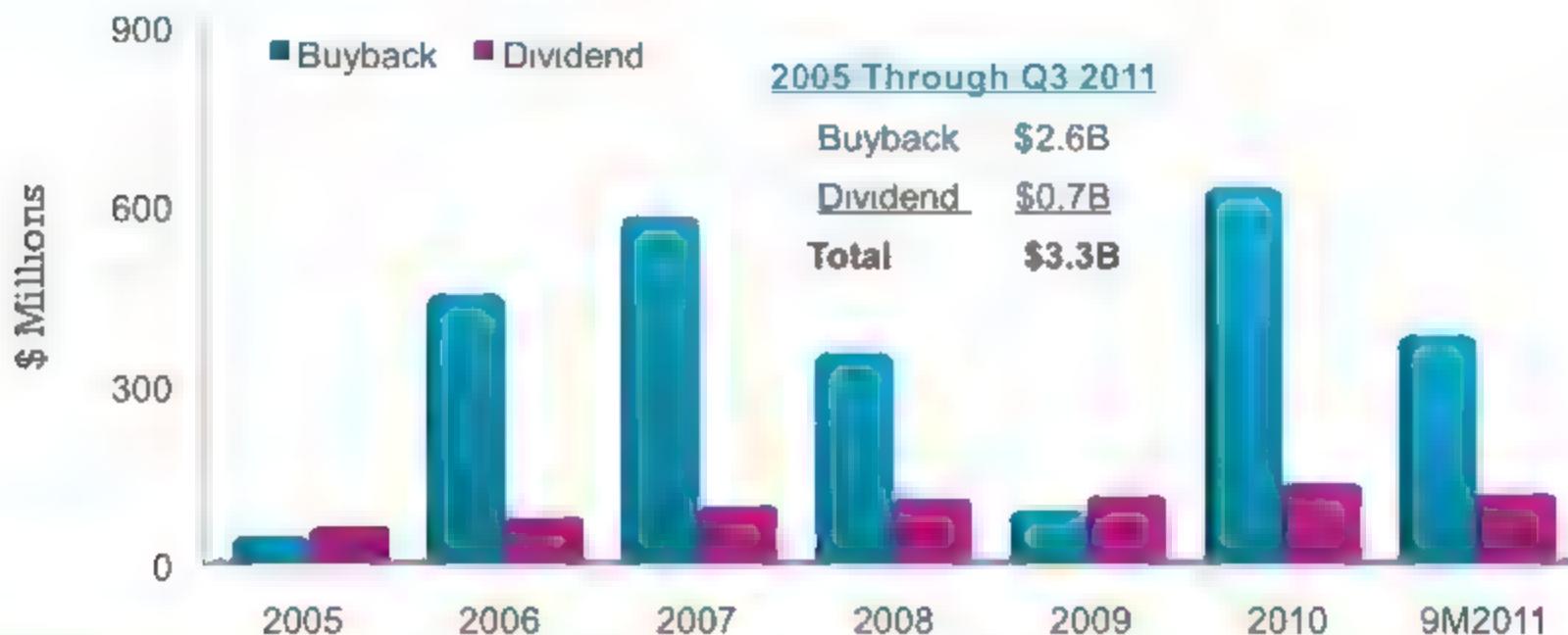


January 2011: Established a \$500M commercial paper program allowing Hasbro to issue commercial paper as a source of short-term liquidity as needed.



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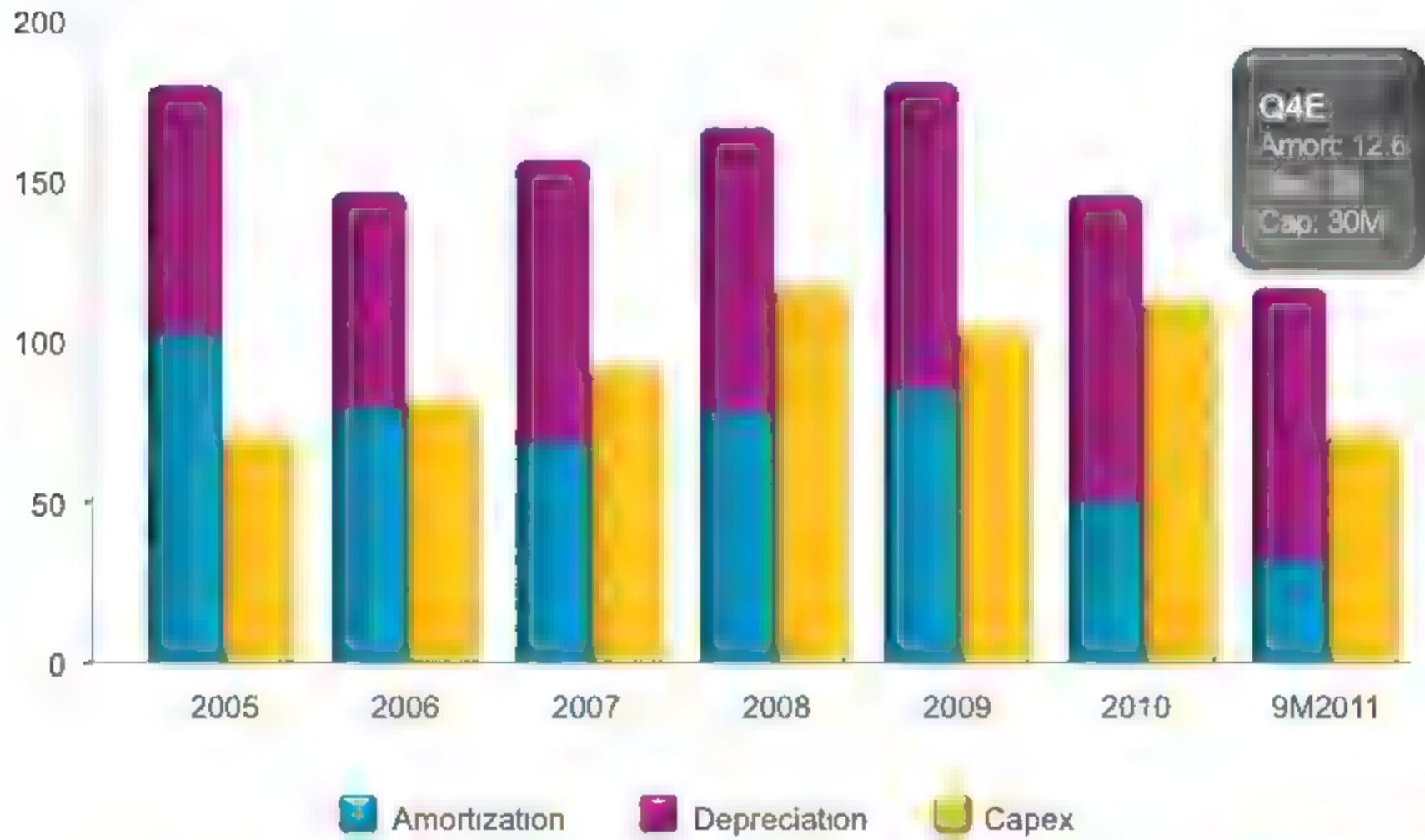
Returning Cash to Shareholders



- For the first three quarters 2011, the Company repurchased 9.4 million shares at a total cost of \$386.7M
- 05/19/11, Board of Directors authorized the repurchase of an additional \$500M of common stock
- As of 09/25/11, \$263.5M remained available under current share repurchase authorization
- Since the inception of its buyback program in June 2005, the Company has repurchased 86.1 million shares at a total cost of \$2.6B



Historical D&A and Capital Spending



Medium Term Objectives



**Revenue growth CAGR 5%
or better over time**

**Operating margin improvement
better than 15%**

Capital discipline



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Q & A

Today's Mission

To clearly define Hasbro's
Branded Play Strategy and
show how it is creating
long-term shareholder value



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Hasbro's Brand Blueprint



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Product Tours



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Investor Day 2011

Pawtucket, RI • November 9